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California Jewish Community Series

Robert J. Koshland

VOLUNTEER COMMUNITY SERVICE IN HEALTH AND WELFARE

With Introductions by  
Maurice B. Hexter  
Martin A. Paley

An Interview Conducted by  
Elaine Dorfman  
in 1980, 1981

Copy No. 1

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ROBERT J. KOSHLAND



November 24, 1989

# Community leader Robert J. Koshland dies at age 96

Robert J. Koshland's feelings about Jews were rather straightforward.

"As long as they insist on surviving, they are going to survive for generations to come. But it takes a lot of activity, lots of organization and dedication," he said in 1981 during an interview for *Robert J. Koshland: Volunteer Community Service in Health and Welfare*, part of the Bancroft Library's oral history projects.

Koshland, descendant of a pioneer Jewish family, who died Nov. 11 at the age of 96, himself was an example of being a heavy contributor in the Jewish community — and in the community at large.

Although he noted in his interview that he may have "taken the unpopular course" by not affiliating with a synagogue, he insisted "I am proud to be a Jew."

He continued: "I'm not apologetic about that at all. I have participated ever since I got out of school in Jewish philanthropic activities."

Throughout his life, Koshland, whose family helped run Levi Strauss & Co. for many years, was active in various Jewish organizations. His contributions date back to 1922, when he was a member of the board of the Associated Jewish Philanthropies in Boston, where he was a partner with J. Koshland & Co., wool merchants.

After returning to his native San



Robert J. Koshland

Francisco, he continued his activities with the Jewish community. He served, for example, as president of the Federation of Jewish Charities from 1938 to 1940; as president of the Western states region of the Council of Jewish Federations and Welfare Funds from 1939 to 1941; on the board of directors of the Jewish Welfare Fund from 1946 to 1955, a forerunner of today's S.F.-based Jewish Community Federation; as vice pres-

ident of the National Council of Jewish Federations and Welfare Funds from 1946 to 1955; and on the board of the Jewish Home for the Aged from 1956 to 1963.

He also served as president of the Beresford County Club, which was once a Jewish club and is now the Peninsula Golf and Country Club, from 1937 to 1939.

For three decades, Koshland was active in the planning, development and provision of medical facilities in the Bay Area. As president of the Peninsula Hospital District, he was instrumental in the formation and construction of Peninsula Hospital. He also served as president of the Bay Area Health Facilities Planning Commission and the Association of California Hospital Districts, and was a member of the board of Presbyterian Hospital and Medical Center.

He served as president of the Bay Area Welfare Planning Association, and was active with the Bay Area Social Planning Council and Community Chest of San Mateo County, and a member of the distribution committee of the Peninsula Community Foundation. In recent years, he served on the advisory council of the California Commission on Aging and the San Mateo Commission on Aging.

He set "a very fine example" for his family, said his daughter, Susan Thede. "He was a marvelous man and we all admired him."

In addition to his daughter, Koshland is survived by his wife of 69 years, Delphine; his other daughter, Peggy Arnold; his daughter-in-law, Mabel Koshland, who was married to his late son, Robert M. Koshland; and nine grandchildren and 10 great-grandchildren.

Funeral services were private.

November 14, 1989

## **Robert J. Koshland**

Private services for Robert J. Koshland of San Mateo, for many years a Bay Area community leader and medical facilities planner, will be held Thursday.

Mr. Koshland, a member of a prominent San Francisco family that helped run Levi Strauss & Co. for many years, died Saturday at a rest home in San Mateo. He was 96.

Mr. Koshland was active for more than three decades in the planning and development of medical facilities in the Bay Area.

He was instrumental in the building of Peninsula Hospital in Burlingame when he was president of the Peninsula Hospital District. At other times, he was president of the Bay Area Health Facilities Planning Commission and the Association of California Hospital Districts. Mr. Koshland also was a member of the board of trustees of the Pacific Presbyterian Medical Center.

Over the years, Mr. Koshland also served numerous Bay Area welfare and social agencies. He was president of the Bay Area Welfare Planning Association and a member of the executive committees of the Bay Area Social Planning Council and the Community Chest of San Mateo County. He was a head of the Jewish Welfare Fund, a member of the board of directors of the Jewish Home for the Aged and a member of the distribution committee of the Peninsula Community Foundation.

Mr. Koshland, a native of San Francisco, was a graduate of Lowell High School and the University of California at Berkeley. He served in World War I as an Army captain and in World War II as an Army Air Forces colonel in China.

He is survived by his wife, Delphine, of San Mateo; two daughters, Peggy Arnold of Palo Alto and Susan Thede of Menlo Park, and by nine grandchildren and 10 great-grandchildren.

# ERRATA

<i>Page</i>	<i>For</i>	<i>Read</i>
49, line 39	Columbia River	Columbia River area
51, line 12	Gard du Nord	Gare du Nord
51, line 19	Havres	Havre
53, lines 35, 40, 42	fish and cod	beans and cod
56, line 11	S. Sprinkle	Les Sprinkle
64, line 8	S.J. Koshland & Company	S. Koshland & Company
71, line 35	Depot Bridgade	Depot Brigade
75, lines 17-18	the 10 percent of the poorest soldiers of the outfit and you've got 80 percent not identified as being the top or the bottom.	10 percent of the company will be top soldiers and another 10 percent will be poor soldiers. The remaining 80 percent will not be conspicuous.
104, line 4	Yantang	Yangtong
104, line 5	General Robin Hood	General Hood
104, lines 5-6	China Air Service	China Air Service Command
104, line 13	unit	units
104, lines 15-16	air force was top heavy	air service group was top heavy
105, line 9	September	September 1943
107, line 14	these seventy-five guns	these famous French seventy-fives
108, line 1	came back to Washington	came back from Washington
109, line 3	place	palace
111, line 15	VJ-Day, October 3, 1945	VJ-Day, September 2, 1945
112, line 31	tried	try
121, line 7	formal	former
128, lines 8-9	Carl B. Huntington	Collier P. Huntington
134, lines 32-33	board of directors of this group	committee
135, line 18	Cambriano	Cambiano
136, line 8, 10, 11	California Council for Social Work	California Conference for Social Work
163, line 7	Dunn	Dean
168, line 24	Dunn	Dean
171, line 1	run of and by	run by
177, line 20	Mt. Zion Council	Mt. Zion Hospital
177, line 38	He showed	We showed
177, line 42	compliment	complement
194, line 3	martyrs	planners
203, lines 5-6 lines 9-10	American Medical Association	American Hospital Association
209, line 20	legislation	organization
218, line 17	the sons and daughters	the daughters
235, line 7	great-grandson	grandson
244, line 17	Mrs. Wise	Mrs. Rosenfeld
277, line 23		Ian Robert Arnold, great grandson born 6/30/83
278, line 9		Bradley Favreau, great grandson born 3/7/83





# TABLE OF CONTENTS -- Robert Koshland

PREFACE	i
INTRODUCTION by Maurice B. Hexter	iii
INTRODUCTION by Martin A. Paley	vii
INTERVIEW HISTORY	ix
PROFILE	xi
I FAMILY, CHILDHOOD, AND EARLY INFLUENCES	1
Grandfather Simon Koshland	4
Parents' Activities and Influence	6
Childhood	7
Family Religious and Cultural Orientation	13
Sunday School at Temple Emanu-El	14
Attitude Toward Polish Jews	14
An Important Change in The Federation	15
The Issue of Intermarriage	16
A Viewpoint on Jewish Nostalgia	17
Gift of an Ark to Temple Emanu-El	18
A Position on Temple Membership	18
Reflections on Grandfather Simon Koshland	19
Family Travel in the Early Years	20
Childhood in the Family Home	23
The House, Gardens, and Staff	24
The 1906 Earthquake and Fire	26
Early San Francisco	29
San Francisco Jews of Distinction	32
Mother's Expectations	32
Exclusion of Jews by Fraternities	33
Lowell High School	36
II THE UNIVERSITY OF CALIFORNIA, BERKELEY	38
A Student Apartment House	40
Professors of Influence	41
Swim Team Activity	43
Alumni Association Permanent Secretary, Class of 1914	45
An Evaluation of Education	46
III FOUNDING THE FAMILY WOOL BUSINESS, S. KOSHLAND AND COMPANY	48
The Raw Wool Business	48
A European Trip After College Graduation, 1914	50
Apprenticeship in Lawrence, Massachusetts	52
Wool Buying West of the Mississippi in 1916 for J. Koshland and Company	54
Sealed Bids	56
Covering Montana	58

Partnership in the Firm	60
Dissolution of J. Koshland and Company: Another View	61
The Limits of Social Participation for Jews in Boston	64
Swim Club and Activity in Boston, Massachusetts	65
IV WORLD WAR I AND MILITARY SERVICE, 1916	69
Infantry Second Lieutenant, 1917	69
Plattsburgh Barracks, New York	70
Infantry Captain	71
Commanding Officer of a Company	72
Expectations of Men: Dedication and Discipline	72
The Importance of the Military in Peacetime	74
The Value of Logic and Attention to Detail	75
A Disappointing Stateside Assignment	78
V RETURN TO THE FAMILY BUSINESS IN BOSTON	80
Decision to Remain in Boston	80
Meeting Delphine Rosenfeld	81
VI MARRIAGE AND FAMILY	82
Residence in Boston as a Married Man	83
Birth of First Child, Robert, in Portland, Oregon, 1922	84
Family Life and Travel with the Children	86
Transition from Boston to San Francisco	90
Vacations and Travel with the Family	92
VII BUSINESS ACTIVITIES FROM 1930 TO 1943; 1948 TO 1952	94
VIII WORLD WAR II: FURTHER MILITARY SERVICE	96
From Infantry to Air Force	96
Demotion in Exchange for a Return to Uniform	96
Assignment to Air Depot Training Station, Albuquerque, New Mexico	98
Command of the Twelfth Air Service Group	100
Bombay and Calcutta, India, November, 1943: Over the Hump into Kunming, China, January, 1944	102
Problems in Kweilin, China	105
General Claire Channault	105
The Chinese Army	105
General and Madame Chiang Kai-shek	106
Mission to Italy	108
VJ-Day, October 3, 1945	111
A Significant Introduction to Rabbi Alvin Fine	112
Legion of Merit Award	114
Recognition of Excellence in Kweilin, China	117
Reunion of Fourteenth Air Force, Reno, Nevada, 1980	118
General Chiang Kai-shek's Fear of Miscegenation	118
Current Concerns on National Defense	119
Few Women in China	123
More on General Chiang Kai-shek	125



IX	DECADES OF PLANNING LEADERSHIP IN HEALTH, HOSPITAL AND SOCIAL WELFARE	127
	Family Tradition and Expectation	127
	Boy Scout Leadership, 1919-1920	129
	Associated Jewish Philanthropies, Boston, Massachusetts, 1922-1930	129
	San Mateo County Unemployment Relief Administration Chairman, 1932-1934	131
	Issues	133
	California Council for Social Work	136
	Federation of Jewish Charities, 1938-1940, President	136
	Issues	137
	Western States Regional Council for Jewish Federations and Welfare Funds, 1939-1941	138
	Homewood Terrace and The Child Welfare League	141
	San Mateo County American Red Cross, Board of Directors, 1946-1950	142
	A Catalyst for Change	143
	Jewish Welfare Fund, San Francisco, Board of Directors, 1946-1955	143
	National Council of Jewish Federations and Welfare Funds, Vice President, 1946-1955	144
X	FOUNDING PENINSULA HOSPITAL DISTRICT, 1947	146
	Forming and Funding the District	146
	Peninsula Hospital's Program	148
	The Hospital Board	149
	Changing Community Needs	150
XI	ADDITIONAL CONTRIBUTIONS AND CONVICTIONS	151
	Mt. Zion Hospital Study by Stanford Research Institute	151
	Peninsula Hospital and Current Concerns	152
	Jewish Home for the Aged, 1956-1963	153
	The Problem of Standards and Finances	154
	Establishing a Committee System	156
	A Strong Conviction on Boards of Directors of Social Agencies and Hospitals	157
XII	PRESBYTERIAN HOSPITAL, 1963	158
	The Development of a Committee System	158
	Hospital Administrators as Professionals	163
	Board of Directors: A Necessary Nuisance and Threat	163
	Selection of a Hospital Board of Directors	166
	A Study to Determine Needs of Presbyterian Hospital	168
	A Resignation as a Matter of Ethics	169
	Planning for All Interested Hospitals	170
XIII	THE UNIVERSITY OF CALIFORNIA, BERKELEY, SCHOOL OF PUBLIC HEALTH, GRADUATE PROGRAM, 1955-1962	172

XIV	CONTINUING SERVICE AND EXPERTISE IN HEALTH, SOCIAL WELFARE AND HOSPITAL PLANNING	174
	Association of California Hospital Districts, 1957-1959, President	175
	Bay Area Welfare Planning Federation, 1961-1964	176
	Bay Area Health Facilities Planning Association	179
	Enforcing Decisions	179
	Health Systems Agency, San Mateo, San Francisco and Marin Counties	181
	Bay Area Social Planning Council	182
	Distribution Committee of San Mateo Foundation	185
	Recommendation to Eliminate Jewish Welfare Federation Representation	187
	Part in Founding	187
	Seeking Publicity	190
	Northern California Presbyterian Homes	191
	Senior Citizen Concerns	191
	Conflict Due to a Violation	192
	San Mateo County Commission on Aging	194
XV	AN EXPERIENCE DURING THE POLICE STRIKE IN BOSTON, MASSACHUSETTS, 1919	196
XVI	FURTHER REFLECTIONS ON HOSPITAL PLANNING	199
	Association of California Hospital Districts	199
	Legislative Advisory Committee	199
	A Legislative Victory	200
	Involving Professional Staff	201
	Earlier Administrative and Medical Abuses	202
	Added Thoughts on the Mt. Zion Hospital Study	203
	Advisory Council to State Commission on Aging, 1975-1977	204
XVII	ORGANIZATIONAL MEMBERSHIP	205
	University of California Alumni Council	205
	Peninsula Hospital and Medical Center Foundation Trustee	206
	Peninsula Golf and Country Club	207
	Beresford Country Club	207
	Concordia Argonaut Club	208
	Commonwealth Club of California	209
	An Attempt to Change the Bylaws	209
	University of California Alumni Association, Secretary of Class of 1914	212
	A Citation Awarded	212
XVIII	AN IMPORTANT CONTRIBUTION, SAN MATEO CHAPTER, AMERICAN RED CROSS A Plan for Disaster	213
XIX	PHILOSOPHY	215
	Thoughts on Recognition	215
	Rewards of Devotion to Community Work	216
	A Prolonged Disappointment	219
	Personal Philosophy	221
	Future of Judaism	222
	Values	223

XX	THE ROBERT J. KOSHLAND FAMILY	225
	Values and Expectations	227
	Changes in the Generations	233
	A Close and Enduring Relationship with Grandchildren	235
	The Future	237
	Thoughts on Being Remembered	238
	The Meaning of Being Jewish	239
	Anti-Semitism	240
	Survival of Judaism	240
	Pride in Being Jewish	241
	A Warm Relationship with Cousin, Edgar Sinton	242
XXI	DELPHINE ROSENFELD KOSHLAND	244
	TAPE GUIDE	247
APPENDIX A	Koshland (Koschland) Genealogy	248
APPENDIX B	Robert J. Koshland Family Information	277
APPENDIX C	"Guide For Planning A District Hospital"	279
APPENDIX D	"Meeting The Need For Hospital Beds"	290
	INDEX	303



## PREFACE

The Northern California Jewish Community Series is a collection of oral history interviews with persons who have contributed significantly to Jewish life and to the wider secular community. Sponsored by the Western Jewish History Center of the Judah L. Magnes Memorial Museum, the interviews have been produced by the Regional Oral History Office of The Bancroft Library. Moses Rischin, professor of history at California State University at San Francisco, is advisor to the series, assisted by the Center's Advisory Committee, Norman Coliver, chairman, Harold M. Edelstein, Seymour Fromer, James M. Gerstley, Douglas E. Goldman, Professor James D. Hart, Louis H. Heilbron, Philip E. Lillenthal, Mrs. Leon Mandelson, Robert E. Sinton, Frank H. Sloss, Daniel Stone, and Mrs. Matt Wahrhaftig. The series was inaugurated in 1967.

In the oral history process, the interviewer works closely with the memoirist in preliminary research and in setting up topics for discussion. The interviews are informal conversations which are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final-typed. The resulting manuscripts, indexed and bound, are deposited in the Jesse E. Colman Memorial Library of the Western Jewish History Center, The Bancroft Library, and the University Library at the University of California at Los Angeles. By special arrangement copies may be deposited in other manuscript repositories holding relevant collections. Related information may be found in earlier interviews with Lawrence Arnstein, Amy Steinhart Braden, Adrien J. Falk, Alice Gerstle Levison, Jennie Matyas, Walter Clay Lowdermilk, and Mrs. Simon J. Lubin. Untranscribed tapes of interviews with descendants of pioneer California Jews conducted by Professor Robert E. Levinson are on deposit at The Bancroft Library and the Western Jewish History Center.

The Regional Oral History Office was established to tape record autobiographical interviews with persons prominent in recent California history. The Office is under the administrative supervision of Professor James D. Hart, the director of The Bancroft Library.

Willa K. Baum  
Division Head  
Regional Oral History Office

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## CALIFORNIA JEWISH COMMUNITY INTERVIEW SERIES

Rinder, Rose (Mrs. Reuben R.), Music, Prayer, and Religious Leadership: Temple Emanu-El, 1913-1969. 1971

Koshland, Lucile Heming (Mrs. Daniel E., Sr.), Citizen Participation in Government. 1970.

Koshland, Daniel E., Sr., The Principle of Sharing. 1971.

Hilborn, Walter S., Reflections on Legal Practice and Jewish Community Leadership: New York and Los Angeles, 1907-1973. 1974.

Magnin, Rabbi Edgar F., Leader and Personality. 1975.

Fleishhacker, Mortimer, and Janet Choynski (Mrs. Mortimer), Family, Business, and the San Francisco Community. 1975.

Haas, Walter A., Sr. Civic, Philanthropic, and Business Leadership. 1975.

Haas, Elise Stern (Mrs. Walter, Sr.), The Appreciation of Quality. 1975. In process.

Salz, Helen Arnstein (Mrs. Ansley), Sketches of An Improbable Ninety Years. 1975.

Sinton, Edgar, Jewish and Community Service in San Francisco, A Family Tradition. 1978.

Kuhn, Marshall H., Marshall H. Kuhn: Catalyst and Teacher; San Francisco Jewish and Community Leader, 1934-1978. 1978.

Hirsch, Marcel, The Responsibilities and Rewards of Involvement, 1981

Koshland, Robert J., Volunteer Community Service in Health and Welfare, 1983

Related information may be found in other Regional Oral History Office interviews: Lawrence Arnstein, Amy Steinhart Braden, Adrien J. Falk, Alice Gerstle Levison (Mrs. J.B.), Jennie Matyas, Walter Clay Lowdermill, Mrs. Simon J. Lubin, Harold L. Zellerbach; Bay Area Foundation History series; The Petaluma Jewish Community series (interviews conducted by Kenneth Kann); California Women Political Leaders series--Ann Eliaser, Elinor Raas Heller, Carmen Warschaw, Rosalind Wyman; Dr. Rubin Lewis, (chest surgeon); James D. Hart (fine printing); Maynard Jocelyn (wine technology); Ruth Hart (volunteer leader). Untranscribed tapes of interviews with descendants of pioneer California Jews conducted by Professor Robert E. Levinson are on deposit in The Bancroft Library and the Western Jewish History Center.



## INTRODUCTION by Maurice B. Hexter

I assumed my duties as Executive Vice President of the Associated Jewish Philanthropies of Boston on July 1, 1919, after my predecessor, Morris D. Waldman, had finished hammering together with skill and zeal the various strains of communal interests which had developed since 1895 when the first Jewish Federation in the United States had been created in Boston. The chaotic relationship which ensued was the result of a lack of leadership on the part of the "old settlers" and a proliferation of agencies and services organized by the later immigration who sensed their needs much better and had not been made to feel at home by the older establishment. The urge to modernize this philanthropic "crazy-quilt" was led by Lewis E. Kirstein, A. W. Kaffenburg, Abraham Koshland (Bob's uncle), and Judge A. K. Cohen. They had induced my predecessor and me to help them realize their goals of a fully integrated and coordinated community.

Mrs. Abraham Koshland (Tewsie to all who knew her) was Bob's favorite aunt. During that first summer she constantly urged me to coquet with her nephew Bob who was soon to be mustered out of the army where he had been both effective and gallant. She evidently had spoken well of me to Bob so that our abiding friendship was readily created and constantly deepened as I saw in Bob a zeal, dedication, analytical skill, and deep understanding of communal problems all resting on the axiom of "noblesse oblige" which he had absorbed from his father and his illustrious mother, who herself has left her imprints on so much cultural history of San Francisco.

It was frightfully easy to hitch Bob's urges to the development of the Boston Jewish community. I could always count on his advice, guidance, and purse in the many labyrinths any professional communal servant faces. He was a leader amongst the "wool crowd" which was most important as a source of funds and Bob would nudge them by word and by example. Often he was alone in his support of unpopular causes. One instance is of historical importance. One of the unaffiliated institutions was a small nursing home--Beth Israel Hospital. Some of the wealthy leaders of the later immigrant group decided to move to a new site and create a Jewish hospital. This was frowned upon by part of the older establishment as unwise and unnecessary and indeed risky in a city which was home to the Massachusetts General Hospital, Peter Bent Brigham and several more of equal stature. I favored the proposed move because in those days staff appointment for Jewish doctors was not as fully open as happily it is today. I shall always remember my lunch with Bob to seek his support fully explaining to him I was urging an unpopular act by him which would be sharply criticized by his business associates and commercial friends. With his accustomed generosity and independence he immediately responded with a generous gift, really the first of later significant gifts from the older community which gradually came around fully to support what has become one of the great Boston Hospitals, fully affiliated with the Harvard Medical School into whose neighborhood they had been wise enough and bold enough to build their new project, knowing that geographical propinquity would be a constant challenge to high medical standards. I have always felt that Bob's early contact in this way with medical affairs led to and tintured such a large part of his vast volunteer



activities in this area after he "went home" to San Francisco, shortly after I left Boston to join the Executive of the newly established Jewish Agency in Jerusalem.

I kept in touch with Bob from that city, truly on the other side of the world and watched with admiration his services to both the Jewish and the wider community, aided and abetted by Delphine who has meant so much to so many in a quiet and persistent manner.

What has always struck me about him was the skillful way he manifested in a wholesome inquisitiveness of every general statement. He had a profound skepticism of most claims of accomplishment. Those days did not clamor with IBMs so that data were skimpy and scanty. That did not deter Bob's search for "truth to its uttermost depths." As with most of us there were times when head and heart did not run in team or in tandem; on those occasions Bob leaned on the side of heart.

His relationship with professional communal and health workers was unique. He never felt inferior and humanist that he always was he could never feel superior. He sensed that this was a collaborative administrative operation where each had a unique place; he was never content to frame the law and permit others the luxury of making the definitions. He wanted to be a part of both. He knew how to differentiate between administrator (who was coordinate with him) and the expert. The latter to him was always to be on tap but not on top.

In summary, Bob has been the ideal volunteer leader born to a glorious tradition to which he exceptionally responded. He has experienced sadness which enobled him and added to his commitment. He has touched the lives of

his contemporaries very often but never tangentially. Life was too short for that type of relationship. As full as were his communal and family commitments he immediately dropped all to commit his talents for command to his country for World War II. What has always struck me and I have no answer to the problem. Why does one born to ease and comfort leave it to take part in a harassing task of communal services so full of barbs and always a thicket of thorns. When we know that answer we shall know what made Bob run.

Maurice B. Hexter

1 June 1982

## INTRODUCTION, by Martin A. Paley

The intent of this introduction is to lightly sketch the nature of the man as I have come to know him and then step back and allow his exceptional qualities to shine through in the pages that follow.

During our lifetimes, if we are fortunate, each of us will meet and develop relationships with a few people of wisdom and wit. Robert J. Koshland is, for me, one of those rare people. From my first encounter with Bob, and my close association beginning in early 1963, I found him to be a man of vigor, commitment, loyalty, compassion and humor.

Even in my advancing years, I find the need to continue to defend my ideas and actions against his inquiring mind and demand for precision and practicality.

Bob's knowledge and respect for history teaches many of us the importance of traditions in every day society. Bob is a man for whom patriotism is only slightly less important than devotion to family and community. His pace has been slowed just a bit at this writing, but he continues to project an image of one who walks spritely, swims regularly, drinks his Black Daniels neat, and insists on telling only mildly funny stories. He projects a courtly manner in an age when gallantry is considered almost passé.

Bob's life is marked by uncommon modesty in the face of substantial personal achievement. He has a strong record of

purposeful advocacy for cause and principle. Bob Koshland represents a model for civic leadership, having left his indelible mark of humanitarianism on major institutions nationwide.

He is at once complemented and gently contained by his lifetime companion, Delphine, an individual in and of herself possessed of charm and audacity.

Martin A. Paley

9/29/82  
Executive Director  
San Francisco Foundation  
San Francisco, California

## INTERVIEW HISTORY

Robert Koshland was selected for interview to provide a record of his lengthy and effective leadership role as a volunteer planner in health, hospital, and social welfare. Peninsula Hospital District is a consequence of his work as a founder and first president of the Peninsula Hospital District. As president of a broad range of other organizations including the Bay Area Health Facilities Planning Association (now the Health Systems Agency); Policy Advisory Committee, Northern California Presbyterian Homes; and the County Council of San Mateo County, he helped to guide important changes and development. As a member on many boards of directors such as Presbyterian Hospital, San Mateo County American Red Cross, Jewish Welfare Fund, San Francisco, Jewish Home for the Aged, and Services for Seniors, he influenced board and institutional decisions.

Mr. Koshland tells of these civic activities as well as his work in J. Koshland and Company, the family wool business, of the family's role in Bay Area cultural and civic activities, and of his military career in World War I and World War II.

In preparation for this oral memoir, I spoke to a number of people. One of those was Mrs. Frances Koshland Geballe. When I called her, she said of her uncle, "He's a wonderful man!" She commented that he and her father, Daniel Koshland, were very close as adults, despite each having a different sense of humor. Her uncle is "more relaxed now" than in earlier days when he resembled his father, Marcus Koshland. "Uncle Bob is a detail person, a good general; a better general than a board member. He has a sense of values from his parents that he has carried on."

Robert Koshland and I met for a planning meeting on November 6, 1980, and for eight subsequent interviews, each of one and one-half to two hours. Appointments were usually held in Mr. Koshland's office in Embarcadero Center, Levi Strauss Building, at 10 A.M. At that time, he was spending two or three days of every week at his office.

One session in April, 1981, took place at Peninsula Hospital in Burlingame where he was a patient following back surgery. At the conclusion of our work for that day, I mentioned the foresight required to provide the hospital's generous parking lot. Robert Koshland recalled the time when properties for a site purchase were being considered and he had remarked, "Buy acres, not lots."

Mr. Koshland preferred to review the transcript with me in person. The all-day review session took place in the second floor sitting room of the Koshland Hillsborough home with a recess for lunch. We concluded at 4:30 P.M., halting only because of the Koshlands's impending social engagement.

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Robert Koshland was selected for interview to provide a record of his lengthy and effective leadership role as a volunteer planner in health, hospital, and social welfare. Peninsula Hospital District is a consequence of his work as a founder and first president of the Peninsula Hospital District. As president of a broad range of other organizations including the Bay Area Health Facilities Planning Association (now the Health Systems Agency); Policy Advisory Committee, Northern California Presbyterian Homes; and the County Council of San Mateo County, he helped to guide important changes and development. As a member on many boards of directors such as Presbyterian Hospital, San Mateo County American Red Cross, Jewish Welfare Fund, San Francisco, Jewish Home for the Aged, and Services for Seniors, he influenced board and institutional decisions.

Mr. Koshland tells of these civic activities as well as his work in J. Koshland and Company, the family wool business, of the family's role in Bay Area cultural and civic activities, and of his military career in World War I and World War II.

In preparation for this oral memoir, I spoke to a number of people. One of those was Mrs. Frances Koshland Geballe. When I called her, she said of her uncle, "He's a wonderful man!" She commented that he and her father, Daniel Koshland, were very close as adults, despite each having a different sense of humor. Her uncle is "more relaxed now" than in earlier days when he resembled his father, Marcus Koshland. "Uncle Bob is a detail person, a good general; a better general than a board member. He has a sense of values from his parents that he has carried on."

Robert Koshland and I met for a planning meeting on November 6, 1980, and for eight subsequent interviews, each of one and one-half to two hours. Appointments were usually held in Mr. Koshland's office in Embarcadero Center, Levi Strauss Building, at 10 A.M. At that time, he was spending two or three days of every week at his office.

One session in April, 1981, took place at Peninsula Hospital in Burlingame where he was a patient following back surgery. At the conclusion of our work for that day, I mentioned the foresight required to provide the hospital's generous parking lot. Robert Koshland recalled the time when properties for a site purchase were being considered and he had remarked, "Buy acres, not lots."

Mr. Koshland preferred to review the transcript with me in person. The all-day review session took place in the second floor sitting room of the Koshland Hillsborough home with a recess for lunch. We concluded at 4:30 P.M., halting only because of the Koshlands's impending social engagement.

A final interview on June 1, 1981, in the Koshland home, followed when it was decided to cover additional material of importance. Although erect and military in presence, Robert Koshland's impeccable manner was gracious, often lightened with gentle humor.

Throughout the memoir it had been my concern that the narrator's modesty not be a limiting factor. It became clear that his apparent reluctance to offer information about his role in various organizations was his concern for telling only what he could recall with complete accuracy.

I spoke briefly with his wife, Delphine Rosenfeld Koshland, a regal woman with bright blue eyes, for this memoir on June 25, 1981. She is a woman with a full calendar that includes family, golf, and volunteer commitments. Frances Koshland Geballe had observed, "Delphine and Robert Koshland have a wonderful marriage."

Martin A. Paley, executive director of the San Francisco Foundation, and Maurice Hexter, former executive vice president of the Associated Jewish Philanthropies in Boston, accepted invitations to write introductions to this memoir. Each was chosen because he had worked closely with Mr. Koshland and because each had developed a relationship with him spanning decades. Their work in completing this demanding task is appreciated.

On September 7, 1982, I saw Robert Koshland in his new office in the Levi Strauss Plaza. At this meeting, Mr. Koshland provided family material as well as photographs for use in the memoir. As we said goodbye, Mr. Koshland said, "You are welcome here at anytime."

Elaine Dorfman  
Interviewer-Editor

December 1982  
Regional Oral History Office  
486 The Bancroft Library  
University of California at Berkeley



Profile of  
ROBERT J. KOSHLAND  
217 West Santa Inez Avenue  
Hillsborough, Ca. 94010

Born in San Francisco, April 30, 1893.

Graduated from Pacific Heights Grammar School, San Francisco, 1906.

Graduated from Lowell High School, San Francisco, 1910.

Graduated from University of California (Berkeley) 1914 -- Degree B.S.

Married Delphine Rosenfeld, Portland, Oregon, December 8, 1920.

Children: Robert M. Koshland, former resident of Lafayette, Ca. (Deceased)  
Margaret K. Arnold, resident of Palo Alto, California  
Susan K. Thede, resident of Menlo Park, California

Grandchildren: 9

Partner, J. Koshland & Co., Boston, and S. Koshland & Co., San Francisco  
Wool Merchants 1914 - 1930.

Limited Partner, Stone & Youngberg (Investment business), San Francisco

Captain, Infantry - World War I

Market Realty Corp., Vice President, 1943

Colonel, U.S. Army Air Forces - World War II (Awarded Legion of Merit)

Scout Master and Assistant Deputy Commissioner, Boy Scouts, Boston	1919-1920
Board of Directors, Associated Jewish Philanthropies, Boston	1922-1930
Chairman, San Mateo County Unemployment Relief Administration	1932-1934
Junior Vice Commander-in-Chief, Military Order of the World War	1933-1934
Board of Directors, California Conference for Social Welfare	1933-1939
President, Federation of Jewish Charities, San Francisco	1938-1940
President, Western States Region, Council of Jewish Federations and Welfare Funds	1939-1941
Board of Directors, San Mateo County American Red Cross	1946-1950
Board of Directors, Jewish Welfare Fund, San Francisco	1946-1955
Vice President, National Council of Jewish Federations and Welfare Funds	1946-1955
President, Peninsula Hospital District	1947-1962
Board of Directors, Community Chest of San Mateo County	1952-1958
Board of Directors, Jewish Home for the Aged	1956-1963
President, Association of California Hospital Districts	1957-1959
Board of Directors, Community Council of San Mateo County	1956-1961
President, Bay Area Welfare Planning Federation	1961-1964
President, Bay Area Health Facilities Planning Association, Comprehensive Health Planning, Health Systems Agency	1962-1965
Executive Committee, United Bay Area Crusade	1962-1966
Board of Trustees, Presbyterian Hospital and Medical Center	1963-1969
Board of Trustees, Children's Home Society of California	1965
Executive Committee, Bay Area Social Planning Council	1966-1974
Distribution Committee, San Mateo Foundation	1966-

Board of Trustees, National Assembly for Social Policy and Development	1967-1
Policy Advisory Committee, Northern California Presbyterian Homes	1967-1
Board of Directors, Services for Seniors	1973-
Vice President, Services for Seniors	1974-
San Mateo County Commission on Aging	1974-
Advisory Council to State Commission on Aging	1975-1
University of California Alumni Council	1975-1
Trustee, Peninsula Hospital & Medical Center Foundation	1979
Trustee, Hillsborough School Foundation	1979
Member: Peninsula Golf & Country Club, Concordia-Argonaut Club, Commonwealth Club of California, Big C Society (University of California), Secretary - early '70s.	
President, Beresford Country Club	1937-1
Citation from California Alumni Association - Permanent Secretary, Class of 1914	1979
Berkeley Fellows, University of California, Berkeley, California. Elected member.	1982

## I FAMILY, CHILDHOOD, AND EARLY INFLUENCES

[Interview 1: November 6, 1980]##

Dorfman: Mr. Koshland, into what kind of family were you born?

Koshland: The family was not a wealthy family certainly in my earliest days. So far as my grandparents were concerned, three out of four of them came from Germany and I would not say they were thoroughly Americanized. They had the old German attitude and German accent, but the children, my father's generation, were thoroughly assimilated. Starting with my father's age group, many of them became active in the community and adjusted very well I would say.

Dorfman: Which of those relatives of your father's age group do you remember?

Koshland: My father's brothers and sisters; I knew them all very well. In fact, later on when I was in the business, there were two uncles in the business. When I was in Boston in the business, there were my father's brothers.

Dorfman: Who were they?

Koshland: Abraham Koshland and Jesse Koshland.

Dorfman: They were both in the business?

Koshland: Yes. My father stayed out here. He was in the business. I should also say [that] Joseph Koshland, the oldest son, was in the business in Boston. So the four brothers were all in the business. I remember them all very well.

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##This symbol indicates that a tape or a segment of a tape has begun or ended. For a guide to the tapes see page 247.

Dorfman: What do you remember about them?

Koshland: Starting with my Uncle Joe, he was the oldest and I think the smartest. He was the man mainly responsible for the success of the business. He was a very young man. His father sent him to New York to open up an office there, and then after some time (I don't know the actual time), he was going to Boston to all the mills that we were selling to in New England. Boston became the center for the wool market in the United States, so he moved to Boston. That was my Uncle Joe. He did not go to college.

The next brother was my father who remained here. He did not go to college. The family couldn't afford it.

The next one, Abraham Koshland, went to Harvard. The family was able to make it and he went to Harvard.

Jesse Koshland, the fourth and the baby of that group, went to the University of California. He lived in Boston as long as we were in business there.

Dorfman: What did your Uncle Abraham study at Harvard?

Koshland: I couldn't tell you. I know he studied Greek. A Greek phrase would come out of his lips every once in awhile.

Dorfman: What were his interests besides the business?

Koshland: He was very active in the community in Boston and in Federation of Jewish Charities. He was a very enthusiastic alumnus of Harvard. In fact, he was an impossible person in the office. He was one of the most wonderful men I ever knew, but a week before the Harvard-Yale game he was impossible! His stomach was upset and he took it out on us. Otherwise he was perfect. I was there in my earliest days as an employee and became a member of the firm in later years. But I remember him so well. All of us would try to stay away from him for one week before the Harvard-Yale football game. He was a grand person.

During the First World War years, he was president of the Boston World Trade Association, and the government sent him as head of a mission to South America to buy wool for the government, which was complimentary I would say.

Dorfman: What about your Uncle Jesse? What did he study at the University of California at Berkeley?

Koshland: He was in the class of '93. I have no idea what he studied at Berkeley. I have no idea. I think he was kicked out at one time for some prank. I am not sure that he graduated. He was smart.

Koshland: Then there were three sisters. One was Fanny Koshland who married Abraham Haas. She was the mother of Walter Haas, Sr. who just died last December. Nettie was the oldest. She married Henry Sinsheimer who was in the business also. In the old days the secretary married the boss's daughter. His sons, of course, are Stanley and Edgar Sinton. Then Carrie married Emil Greenebaum.

Those are the seven members of my father's brothers-and-sisters group who lived to maturity. There is one, Monte Koshland. Montefiore was his name. He was the great athlete of the family. He went to Berkeley, but a year after he graduated (it's in my brother's memoir), he was up in the Northwest in Portland when he took sick. I think it was typhoid but I'm not sure. He was sick there and he died a year after he got out of college. He was captain of the baseball team and he was on the football team. He had a great athletic record and was presumably a very fine person. He died in about '89. So I didn't know him because I was born in '93.

Dorfman: Do you remember your aunts?

Koshland: Oh, very well.

Dorfman: What do you remember about your Aunt Fanny?

Koshland: She was an absent-minded person and her subconscious worked whenever she was in conversation with anyone. She wrote letters that were beautiful, imaginative, and she had a style of her own. You never thought this of her. She was a very fine person.

My Aunt Nettie Sinsheimer was the oldest. She carried the burden of the family on Pine Street, I remember very well. She was very droll. She had a great sense of humor. She kept house [for] my grandfather and grandmother on Pine Street.

Dorfman: And your other aunts?

Koshland: Carrie Greenebaum, I don't remember anything particular about her. One thing that might be mentioned is the fact that Carrie and Fanny vied with each other to see who could serve the best dinner. Dinner at their homes was an event--much too much--but they did a magnificent job! It was really a quiet battle that was carried on indefinitely as long as they were alive, who could cook the best dinner.



Grandfather Simon Koshland

Dorfman: Why did your family first come to this country?

Koshland: My grandfather Simon Koshland came to this country. He was born in 1825. He came here in 1843 when Jews were not given a fair break in the government in Germany. My family came from Bavaria. They couldn't be officers in the army and yet they had to serve. In other words, the life of the Jew was not a free life in Germany in those days. So, many young people came to this country. You have many of these old families here. They came about the same time between the 1840s and the 1850s and the 1860s. Many German Jews came to this country. His brothers Max and Nathan settled in Portland, Oregon.

Dorman: Where did your grandfather land?

Koshland: He first came to Hoboken. The first thing he did was to buy a mule and start peddling. He found out the mule was blind! That was his start. When he came to this country, my grandfather came west to San Francisco and then he went back to New York and married my grandmother and the two of them came out. Either he came around the Straits of Magellan on his first trip or his second trip, because it was on the second trip when he came with my grandmother as his bride that he came across the Isthmus of Panama and came up by boat.

Dorfman: That's quite a trip.

Koshland: Oh, it was a trip in those days.

Dorfman: How did your grandfather meet your grandmother?

Koshland: I do not know.

Dorfman: He came to California for what reason?

Koshland: I imagine [it seemed] the land of opportunity.

Dorfman: What kind of a man would you say he was?

Koshland: I remember him so well. Bear this in mind, I was born in 1893. He died in 1896. But I do remember his coming down the steps of the house that is still there. The house is at 1848 Pine Street and [he] looked at us grandchildren. I remember that particular event, if you want to call it an event. I've got his picture here. He had a beard, typical of men of those days including Ulysses S. Grant. They all had beards.

Dorfman: Do you have any memories of your grandmother?

Koshland: I do remember her very well. She sat at home with her own knitting or what not. Every afternoon, later in the afternoon, all the children, sons and daughters, gathered around and talked. They met every afternoon as far as I recall; just sat around and talked.

Dorfman: That was a lovely tradition.

Koshland: The family was very close. We didn't have airplanes. We didn't have automobiles.

Dorfman: Was the house on Pine Street a large one?

Koshland: I would say so, yes.

Dorfman: How was it furnished?

Koshland: The furniture? It was typical of those days is the best I can tell you; probably overstuffed lounges and chairs and couches and so on.

Dorfman: A comfortable home?

Koshland: I would say so, yes. I went through it about three or four years ago. Edgar Sinton invited me to go over. An architect had bought the house--it was about seven or eight years ago, I guess--and invited Edgar Sinton to come and see it. He hadn't done much. Edgar asked me to go with him and I did, but it was more nostalgic for him than it was for me because he had lived in that house and was brought up in the house. If you look at his oral history, you may find more about that.

Dorfman: What do you remember of your mother's parents?

Koshland: I remember them very well. Bernhard Schweitzer, he was a happy individual. I can remember him always singing in a very low voice. He always was singing. I should show you a picture of him in a stovepipe hat cocked to its side. He was a character. My grandmother Rebecca Schweitzer was known for her hair. Her hair went all the day to the floor. I will show you that picture. She was very proud of it.

Dorfman: What color was her hair?

Koshland: I couldn't tell you accurately.

Dorfman: What were their interests?

Koshland: He was in the jobbing business, I think, dry goods for awhile with his brother. Then later on he went into real estate. He owned properties all over San Francisco. I remember being told that he owned sixteen different properties, and he only broke down in the 1906 fire. When his hope went, he broke down. I remember him very well. The two of them lived at the northwest corner of Post and Leavenworth. Sometimes we kids were given a treat and would stay overnight with the grandparents on Pine Street and invariably my grandfather would wake us up in the middle of the night. There was a fire some place and you could see it from the house. So we would be up and out watching the fire from a distance.

### Parents' Activities and Influence

Dorfman: Was your father, Marcus Koshland, active within the Jewish community?

Koshland: My father was. I remember when he was on the board of Temple Emanu-El. Of course, the federation was a very simple thing, but that came along much later. There was the Eureka Benevolent Society. Whether he had any other organizational activities, I doubt very much. Some years later [there was] the Pacific Hebrew Orphanage and Home Society which became Homewood Terrace. My father's major interest was his business I would say.

He was a very enthusiastic alumnus of the Lincoln Grammar School Association. An interesting sidelight on that, as long as I mention that, is that my father's bosom companion and pal was Louis Haas, no relation to Walter Haas and that family. Louis Haas was very active in the community. He and my father were pals from the first grade up. Louis Haas was expelled from the school (high school this is, Boys' High School) after one and a half years in the school for some prank. My father walked out with him and never went back to school.

My mother\* was very active in the community, mostly in auxiliaries and sometimes on boards--the Pacific Hebrew Orphan Asylum, Emanu-El Sisterhood, the Hebrew Home for Aged and Disabled. She was not on the board there. She was very active with the executives. She would bring the executives to the house for dinner. To that extent she was active in the Jewish world and then, of course, she was very active in the musical world.

Dorfman: What were the important values that your parents stressed to you and to your brother?

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\*Corinne



Koshland: I could say by example, their own lives. We saw the way they lived and they lived good lives as members of the community. We took it for granted that we would be following and doing the same sort of thing. I can't remember any particular emphasis given to any one thing that they would actively urge us to follow any certain line. I don't recall anything of that nature, but we saw in our own home what my mother was doing. [She] was very active later on in the musical world. I think the demonstration planted a seed in the three of us, my brother and sister and myself.

My mother was one of the founders of the San Francisco Symphony and San Francisco Opera Associations. She was an active member of the board of directors of the Home for Incurables, now called Garden Hospital, for many years. My mother was also active in the auxiliary of the Hebrew Orphan Asylum, now Homewood Terrace.

Dorfman: Were your parents helpful then to those people who were less fortunate?

Koshland: Are you talking about their philanthropic activities? I would say they were probably very normal in that respect.

Dorfman: What were their activities, both Jewish and non-Jewish, of a charitable nature?

Koshland: I told you about my mother's activities. My father, as I said, he was on the board of Temple Emanu-El, the Lincoln Alumni Association or whatever it was called. I can't remember any other direct affiliation of his at the moment.

### Childhood

Dorfman: Who raised you children? Were you brought up by your mother?

Koshland: She was the stronger, dominant character of the two I would say. She disciplined us very well. She was mainly responsible for our bringing up.

Dorfman: Were there servants at home?

Koshland: Yes, later on when we were still reasonably small. We moved into our house on Washington Street in 1904 when I was then eleven years of age.

Dorfman: That home must have required a staff.

APRIL, 1976

VOLUME VIII

NUMBER 3

## A WOOL BUYING CONTRACT OF 1889

The contract presented here was supplied by Alvin M. Phillips, grandson of Simon Phillips. The latter, a Los Angeles resident, was brought to Southern California in the late 1860s by his uncle, Louis Phillips, of Spadra (near Pomona). Land sold by Louis Phillips to subdividers was used to establish the city of Pomona in the 1870s. Simon Koshland of San Francisco headed a major commission company. Hellman, Haas & Co. of Los Angeles, later the Haas, Baruch Company, had been founded in 1870 by Herman W. Hellman, Jacob Haas and Bernhard Cohn.

Endorsements added to this agreement extended it for four more years, to the end of 1893. Simon Phillips was commonly known as "sheepskin" Phillips among his Los Angeles acquaintances.

*S. F. Phillips*

Memorandum of an agreement made this 15th day of January 1889, between S. Koshland & Co. of San Francisco, Hellman, Haas & Co. of Los Angeles & S. Phillips of Los Angeles witnesseseth:

That for & in consideration hereafter named, S. Phillips will devote his entire time during the existence of this agreement to the purchase of wools in Los Angeles, San Bernardino, San Diego and Kern counties. Such purchases to be made under the most favorable terms & always under the direction & by & with the consent of either S. Koshland & Co. of San Francisco or Hellman, Haas & Co. of Los Angeles.

In consideration of such services rendered, S. Phillips is to be paid a fixed salary of \$2,000.00 (Two Thousand Dollars) per annum. Furthermore, S. Phillips is to receive 10% (ten percent) of the net profits on the sales of wool so purchased, before deducting the \$2,000.00 salary above named.

S. Phillips further agrees, in event of loss to pay to S. Koshland & Co. 10% (ten percent) of the net loss on the sales of wool so purchased, before adding the \$2,000.00 above named to the loss.

S. Koshland & Co. agree to furnish the requisite moneys for the purchase of wools on which they shall be allowed interest at

the rate of 8% (eight percent) per annum during the time the wools remain in warehouse at Los Angeles; and interest at the rate of 6% (six percent) per annum from the time the wools are shipped East until they are sold & paid for.

S. Koshland & Co. shall have sole-control over the wools from the time of their purchase & shall sell them in such markets at such times & in such quantities as their best judgment may dictate.

In the event of the business showing a loss, Messrs. S. Koshland & Co. agree to take a note from S. Phillips payable 12 (twelve) months from the date of expiration of this agreement, for his share of the loss.

This agreement shall take effect immediately & be in force until December 31st, 1889. It may be continued by & with the consent of all parties interested.

[signed]

S. Koshland & Co.  
Hellman, Haas & Co.  
Simon Phillips

258

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SOUTHERN CALIFORNIA JEWISH HISTORICAL SOCIETY

- Koshland: Oh, times had changed and the firm had been more successful in that period. It was a very luxurious home. It required a big staff. I think we always had a cook prior to that time.
- Dorfman: After that time, when you moved into the home on Washington Street, what kind of staff did you have?
- Koshland: About eight people; that included a chauffeur.
- Dorfman: A chauffeur, a cook--
- Koshland: Maids and what have you. But there were specialists in those days. There was a cook in the kitchen and undoubtedly a dishwasher. We had no mechanical dishwasher--a person, a scullery person--and a maid for the different areas of the house. It was a big house.
- Dorfman: Was there someone hired to care for you and for the other children?
- Koshland: We had nurse girls, one, a nurse girl for the three of us to the best of my knowledge. But this was prior to 1904 during our pre-school ages. I remember one nurse whom I do not remember by name. We had a fraulein who was a governess.
- Dorfman: What were her duties to you children?
- Koshland: I guess [she was] to see that we stayed in line and behavior-- My mother never lost direct contact with us. I would not say she turned us over to someone else. In other words, they did certain physical things that had to be done. So far as our minds were concerned, I would say the major emphasis goes to my mother.
- Dorfman: What expectations of you children did your parents have? What did they expect you to do, to become?
- Koshland: I would say so far as my brother was concerned, he was the oldest, he was the smartest, he had a better brain. My mother expected him to go into the diplomatic service or be a banker.

They called me Toughy Kelly. I was not as well disciplined. I was always in trouble, not serious trouble but pranks, things like that. It took me a long time to adjust. My first year in high school at Lowell High School there was a history teacher named John Longley. [spells name] He had a heart condition and we were all told we had to be very careful. But one day he stood me up in class--I was a freshman taking ancient history from him--and he said, "How is it I went to college with a Koshland and he was a good student. Last year I had a Koshland in my class and he was a good student. But now I have you." [laughter] I'll never forget it. I was a poor student. He was right! But to stand me up in class and do that was not the course of wisdom.

- Dorfman: No, that must have been humiliating. Was there much laughter in your house?
- Koshland: Oh, yes. My mother was very strict in table manners. We had "SH, number 1," "SH, number 2," and "SH, number 3." "SH, number 1" was sit up; "SH, number 2" was shut up. I don't remember number three, but there were three. But we were brought up to have good manners. I would say [at] the dining room table at dinner time, the three kids took over really. My parents enjoyed--I hope they enjoyed--whatever we had to say about what was going on in the world. Even though we were disciplined and well mannered, we were encouraged to talk and express ourselves. We weren't held down.
- Dorfman: What kinds of things did you usually discuss at the dinner table?
- Koshland: That's hard for me to answer.
- Dorfman: Were they discussions of politics, for example?
- Koshland: I would say very definitely when we were of college age and perhaps during secondary school age. I don't remember. Probably during secondary school, when we were at Lowell High School, sometimes we would probably have opinions and express them and discuss them.
- Dorfman: Did your parents discuss their political views then with you as well?
- Koshland: I assume that. I don't remember.
- Dorfman: What social activities do you remember in your home as a child?
- Koshland: My mother, number one, was a great entertainer. She had fancy parties in the house periodically. People had to come in fancy clothes, I remember that, even before we moved onto Washington Street, when we lived on Laguna and Washington. She took days and days decorating the dining room table. She did a beautiful job.
- Dorfman: So there were many dinner parties then. How about parties for you children that would include other children?
- Koshland: I don't happen to remember any of that nature. But later on when my mother got very active in the musical world, she had concerts at the house very well known in the community, and I think the community appreciated them. She was very active in both the opera and the symphony associations. When they were first formed she was one of the founding group. She entertained a great deal--musicians at the house--dinner and so on. Also, I think she played her part in encouraging young musical students.



Dorfman: What important people in the musical world do you remember meeting in your home?

Koshland: Yehudi Menuhin, Isaac Stern, and the young fellow who plays the piano. He was very good, but hasn't been so prominent since. I can't think of his name.

Dorfman: We can come back to that later. Were there any others from the world of opera?

Koshland: Oh, some of them. Also, I remember during our high school days, very good friends of my parents were Mr. and Mrs. Jacob Gottlob. He was the owner of the Geary Theater, so we saw all of the plays, and whenever he had a show on, when there was a star in the show, it seems that my mother entertained him in the house. I remember Maude Adams. I remember her in the house. I can't think of the names of any of the others. I could point them out to you if you showed me a list of the people who were well known in the theatrical world. Many of them were entertained by my parents.

Dorfman: Did you have an opportunity to relate in any way with them when they visited your home?

Koshland: No, we got to know them a little bit. One play--I forget the name of the play, it may have been Shakespeare--I went down and acted. I was in the chorus; not the singing chorus, a mob scene. I was about fourteen. I went down and was right on the stage as part of a mob. [It was] in the beginning of my high school days. They would train these mobs to really be pretty rough when they went in because I remember Gottlob's business manager grabbing me and holding me to protect me against the mob.

Dorfman: That must have been quite an experience.

Koshland: [laughs] It was!

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Dorfman: We were talking about social activities at your home. Were there any Jewish holiday parties, such as Chanukah parties, Purim parties?

Koshland: Oh, yes, at Succoth time my mother always had a party. I can't remember any others, but there were others.

There was always lighting of candles. My mother was creative and had imagination in decorating the tables, often very amusing. She spent a great deal of time in floral decorations which were quite artistic. When Pierre Monteux was present, she arranged the dining room like an orchestra.

Dorfman: I understand you have always been concerned with physical fitness. Did that begin in your boyhood?

Koshland: I wouldn't recall that. When I was in high school, I was a good enough swimmer to be included on the team. I was one of the poorest, but nevertheless swimming was my main interest as an athletic hobby. I played sandlot baseball with the boys in the street as we did in those days. When we went to school, we had no athletic fields at all. In grade school at Pacific Heights School on Jackson Street, we played in the yard there. The yard was probably seventy-five feet by fifty feet in size. It was very small. So you never had anything there except a basketball net. It had no facilities. So swimming was my main interest athletically.

Dorfman: And has continued to be?

Koshland: Up to this last year; I've slipped now in my old age. I now swim for therapeutic reasons and not primarily for the enjoyment. I used to swim daily--a distance of a quarter mile--I kept in good shape through swimming and enjoyed it. But I feel as though now it is somewhat different.

Dorfman: Who were your boyhood friends?

Koshland: My friends right through high school and college who were close to me were Alfred Meyer, James Ransohoff, Roy Van Vliet, Jack Lilienthal, Ted Lilienthal, and Louis Sloss who later married my sister. That was my home gang.

Dorfman: What kinds of things did you do to entertain yourselves as boys?

Koshland: With the boys? In high school I suppose we went to football and baseball games and whatnot when the school was playing. Of course, in that area we were bleacherites, though Louis Sloss was a good tennis player. He was on the high school tennis team and later on, on the tennis team at Stanford.

So far as girls were concerned, we didn't see much of girls I would say; not a great deal. We were interested in our own athletics, whatever we did, sandlot type of athletics. There were no stars in the group.

Dorfman: It was outdoor athletics that were of interest to you.

Koshland: I would say so.

Dorfman: Did you ever have private lessons in language, music, fencing--

Koshland: Oh, yes. During our high school days--and this is brought up by my brother in his oral history--from the Godchaux family, we took piano and French lessons. They were wonderful people and I was the worst student in the world. I would sit there and make conversation while Helene Godchaux was trying to get me to play the piano. I regret it to this day, but she tried her best to teach me the piano and her sister Becky to teach me French, and I'd talk about everything under the sun to avoid doing [it]. I think they were ashamed that they took my mother's money to try to teach me. I regret that to this day.

Dorfman: You were just not interested in those days?

Koshland: I wanted to be out in the street playing baseball with the boys. [laughs] I was a gang man in the better sense of the term.

Dorfman: In the long run, what would you say the greatest influences from your childhood were on you?

Koshland: People other than family members. My brother having been there, I would say the same thing he said about Carl [Carleton] Parker over at Cal. I got more from two professors at Cal than from all the others combined. One was Carl Parker and the other was David Barrows. David Barrows taught political science and many years later he was president of the university for a short period.

Dorfman: Within your own family who had the greatest influence on you?

Koshland: My mother within the family I would say. By example in her own activities.

Dorfman: Did the family ever own more than one home at the same time?

Koshland: No. My sister and I were born on Franklin Street near Broadway. What is the name of the church there, the church which is at Broadway and Van Ness and the parish house is now at the corner where our home was where my sister and I were born? St. Bridget's. My brother was born on California Street near Laguna.

Dorfman: What were the reading habits of your family?

Koshland: I can't recall anything in particular that I can tell you.

Dorfman: Did you ever do much traveling with your family?

Koshland: My mother made it a point every summer to take us on a trip. My father couldn't during that time of the wool buying season. My mother took us on a trip every summer. We went away in 1902 and 1903. We all had the whooping cough at the same time, and my

Koshland: mother got us into Jacob Schram's Vineyards up in the Napa Valley. No hotel would take us because we all had the whooping cough, and my mother put us all in together. When one got it, she saw to it that the other two got it at the same time. My sister had a very severe case.

Dorfman: That must have been quite a summer.

Koshland: We traveled a good deal later on when we were in college and high school. My mother did her best to bring us up properly.

Dorfman: Did your parents have much involvement with the schools that you attended?

Koshland: No.

Dorfman: What about artists and writers whom your parents knew or entertained?

Koshland: I can't give you any answer to that. I don't know.

Dorfman: Were you and your brother close even as children?

Koshland: Up through school days. My brother and I were thirteen months apart. But we had our own friends we went with. One year in school days, the differential makes a big difference. So he went with one group of boys, and I went with another group all through school.

Dorfman: What interests and what activities did you share as children?

Koshland: I can't recall any.

#### Family Religious and Cultural Orientation

Dorfman: I want to ask you something of your religious orientation, your family's emotional and cultural involvement as Jews. Did you observe the Sabbath at home?

Koshland: No.

Dorfman: There wasn't any observance, any lighting of candles?

Koshland: That was later on when Mother had a musical at the time of Succoth. She had the lighting of candles, we went through that performance at home as part of a musical program. Well, that's not fair. It was really a religious program set to music. When is the lighting of candles? She always had that. She would light the candles when she had an affair.



Dorfman: Did you attend temple as a family on Friday evening?

#### Sunday School at Temple Emanu-El

Koshland: No, but Dan and I both went to Sunday school for one year. Sunday school in those days--the kids were not well disciplined. I used to raise the devil.

One time I was sent out of the classroom for a misdemeanor of some kind, and Popper, the superintendent, asked my name. He asked if my father was Marcus Koshland. My father was there for a board meeting. "Just a minute." [chuckles] He got my father out. But we weren't the only ones who misbehaved in Sunday school. I think that most of the kids didn't like it, they didn't want it. It was a chore on a Sunday when they could be out playing ball.

Dorfman: Did you have any private religious instruction such as in Hebrew?

Koshland: No, no.

Dorfman: Was there an interest on the part of the family in Israel in those days?

Koshland: No, none. My father and mother were reasonably religious I would say, very devoted to the temple, and my mother carried on a very strong feeling as a religious Jew. I didn't follow.

Dorfman: What do you remember of the attitudes of your family and friends regarding those Jews who might have been more religiously observant than your family or those Jews who might have been interested in the Zionist cause? Do you remember any feelings?

Koshland: No.

#### Attitude Toward Polish Jews

Dorfman: Was there any discussion about the Jews of Eastern European origin in the city?

Koshland: Well, I learned later on in my more mature years about the social snobbishness of the German Jew against the Polish and the Russian Jew. I learned all that later on after my school days, after I was out in the world.

Dorfman: So you knew of none of that at home? You didn't have any feeling of a social isolation of those Jews?

#### An Important Change in the Federation

Koshland: I remember very vaguely remarks made once in awhile about someone as Pollochim. I remember hearing that: "That person is a Pollochim." But we were not brought up with any prejudice ourselves. I don't recall anything of that nature. But the German community was definitely prejudiced, a biased community.

I saw that when I moved to Boston, a very definite division there, the federation people by and large. It was a very small federation. It grew and became a decent one while I was there--not because of me!--but it grew in acceptance. There was always a very real distinction between the German Jew and the Russian-Polish Jew. Boston was a port of immigration second only to New York. New York was the main place. But while I was there, there was a tremendous change in attitudes.

Dorfman: While you were in Boston?

Koshland: While I was there. I was there for sixteen years.

Dorfman: How did that change come about?

Koshland: Well, because of the fact that social services became a profession and brought people into social service agencies. The executives of the federation, which was a small, simple federation when I first went there, recognized that it was now becoming a real profession. The executives I think had much to do with educating the community. To have a community attitude toward the federation and individual agencies, you try to build the organization on a democratic basis.

The same thing is true in San Francisco. As one man, whom I will not name who is not with us anymore said in a budget committee of the federation here, fifteen or twenty years ago (I was on it for too many years), he was arguing about giving money or more money to a certain organization. He was arguing for an organization. He said, "We know that San Francisco is run by a small cliché." That's what he said! At the same meeting he was arguing--a very nice fellow he was, but he was over his head when it came to the language--he said, "Now, you have got me in the corner of this circle." Goldwynisms! He was our Sam Goldwyn. I'll never forget it.

Koshland: So, no question about it, the criticism of the German Jewish group is that they were snobbish. In San Francisco, I remember when I was president of the Jewish Federation here in the late thirties, I made every effort to bring [in] other people. It was a conscious, definite, positive effort to broaden the whole base of membership and control of the federation in a more democratic manner that had not been there before.

#### The Issue of Intermarriage

Dorfman: Tell me, did your parents make a strong effort to discourage marriage to non-Jews?

Koshland: No, I do not recall any discussions of that kind at all. I think they figured that automatically their children would marry Jews. I don't remember any discussion of that really--

Dorfman: So that might have been their expectation, but it was not discussed?

Koshland: I don't recall discussion of this nature, but I'm sure it was an expectation. So far as my brother and my sister and I are concerned, we married within the Jewish faith, but not our children. I felt very strongly that if I'm going to be on an equal basis--now, in high school, Jewish boys were not taken into fraternities when I was in high school. So there was that degree of discrimination. That was discussed and we understood it. So I felt later on that if we wanted to be treated on an equal basis, we can't stand aloof and ghettoize ourselves. I still feel that way very strongly. If I send my children to a public school and they get along with their friends in the school socially as well as students and there is no discrimination, I expose them to the whole world. How can I say, "Do not marry this person." I feel very strongly on that.

Dorfman: Can you tell me how your parents reacted to those Jews who might have converted to other faiths?

Koshland: I remember discussions on occasion when that happened, and I would say that they were critical of it. And a person who married outside of the faith was subject to strong criticism on the part of the rabbis and strongly religious. Historically--for generations Jews were excluded from associating with non-Jews on an equal basis. This discrimination evidenced itself in the business world as well as in the social world. All this resulted in the Jews living entirely within their own group.

Dorfman: What reception was there by the Jewish community in San Francisco to those refugees from Nazi persecution when they arrived in the 1930s?

Koshland: I was active in the organization in settling these people. I think we did a reasonable job. A man was in and gave a talk last week, Bill [William] Haber from Ann Arbor, Michigan. He was active in the refugee program. He was dean of the school of economics at the University of Michigan. We've become very good friends over the years. We got together, a group of us, under the auspices of the federation. Hyman Kaplan was the executive director of the federation at the time. I remember going to towns—San Jose, Santa Cruz, Monterey, Fresno--and organizing groups to accept the refugees in their communities, so they wouldn't all be settled in an urban center. That worked out very well.

Dorfman: Yes, that was an enormous job.

Koshland: That was done nationally throughout the whole country [with] the refugees from overseas.

#### A Viewpoint on Jewish Nostalgia

Dorfman: What are your feelings about the value of Jewish nostalgia?

Koshland: Well, I'm a renegade. I feel that religions are divisive. I object. I think religion and formal practice was necessary in the old days to hold people down to avoid revolution. They were subjected to all kinds of things. Maybe it was practical and necessary in those days. But nowadays I don't see the need for them as they are. I think they're divisive. My taking that sort of stand does not help my status with some people.

Dorfman: There were Jewish ritual or artistic objects within your parents' home, were there not? Do you remember what they were?

Koshland: No.

Dorfman: So you would not know what became of those?

Koshland: I remember the menorahs, the candles, that I remember very well. Up to my mother's death and from 1953, it was an annual practice to put the candles out in the window sill for all the world to see. I don't remember any other artifacts or things of a religious nature except a big bible in the sitting room. I remember that.

Dorfman: Were there any other books of Jewish interest?

Koshland: I don't recall any. There undoubtedly were some. I'm sure there were.

Dorfman: Do you know where that menorah is now or the Bible?

Koshland: No.

#### A Gift of an Ark to Temple Emanu-El

Dorfman: Your family commissioned the construction of a magnificent ark for Temple Emanu-El. How did that interest develop?

Koshland: I recall pretty clearly. I was living in Boston when this was commissioned, but some way or other we communicated. My mother I think suggested that we do this in honor of our father after he died. He died in 1925, March 29. She thought it was a good idea for us, the three children, to give that ark to the temple, so the three of us did. Ingerson and Dennison were the two men who went to London and developed the whole thing there. They were over there for over a year, I believe, before they shipped the ark here to San Francisco.

Dorfman: [tape interruption] Is there anything additional you wanted to add?

#### A Position on Temple Membership

Koshland: Just one thing. I must say frankly I do not belong to a temple. It would be much easier for me to join for the few dollars it would cost to join, but I am set in my own thoughts in that matter. I have been subject to undoubtedly tremendous criticism, but I have refused to join a temple. The same thing in Boston; I didn't there and naturally I wouldn't here. My parents were closely associated with Temple Emanu-El. If I were to join any, I would join that one. But I still have my feelings.

[Interview 2: November 20, 1980]##

Dorfman: You told me that your grandfather had been a peddler in Hoboken. Why and how did he become a peddler in Hoboken?



Reflections on Grandfather Simon Koshland

Koshland: My assumption is, from what little I heard as a youngster, there was discrimination against the Jews in Germany. They were not equal members of the society. In fact, it was my understanding that Jews could not become officers in the army. So they encouraged the young people to come to this country, the land of opportunity.

My grandfather was born in 1825, incidentally on July 4, and he came to this country in 1843. He was eighteen years old, so he was a youngster. Some descendants of members of the other families that we know of came here, and some came to Baltimore, and some to Cincinnati who have had the similar experiences. There were other distantly related descendants mentioned by my cousin in his work.

If you look at the books that have come out like The Proud Tower and other books, some of these names are successful bankers and businessmen in New York and other big cities have the same story. They came to this country and peddled because those who came directly from Germany to New Orleans were helped by the Baron De Hersch Fund which was established or helped immigrants come to this country and not all came to the one port of entry. They wanted to distribute them throughout the country, so they could adjust. My grandfather came through Hoboken. But you find some of these bankers in New York who came originally through New Orleans.

Dorfman: Was your grandfather aided by anyone or any fund?

Koshland: I'm sure he was not, but that's purely conjecture on my part.

Dorfman: You mentioned his trip West. What are some other stories?

Koshland: You should refer to Edgar Sinton and his oral history because I wrote to my granddaughter when she asked me about the origin of the family, and I happened to show it to Edgar Sinton. He corrected me and he's more knowledgeable about this than I am. My grandfather came to this country in '43 and I thought that he came out here first after a short period in Hoboken, but check Edgar Sinton's story on that because it is probably more accurate than my memory.

Family Travel in the Early Years

Dorfman: You mentioned that when you went to Schramsburg one summer with your brother, your sister, and your mother, the three of you had whooping cough.

Koshland: That was over in Napa County, yes, Schramsburg, the Vineyard, which still exists I believe. We were there about 1902 I would say as a guess.

Dorfman: What other trips did you take with your mother?

Koshland: Oh, she made it a point. You see, my father couldn't get away. This was a busy time. It was a seasonal business that he was in, the wool business.

In 1903 I know my brother and I went on a camping trip to Yosemite Valley, and we spent six weeks climbing mountains around Yosemite Valley with other boys from high school. They were all from high school. I was not; I was ten years old. So I was not in high school. But there was a teacher, Fred Koch [spells name], who incidentally was a California grad and a quarter miler. He is well known for that, and he was a teacher at Lowell High School. He organized a trip with another man, another teacher, Tracy Kelley [spells name], as I recall, who was also a teacher at Lowell High School. The two of them organized summer camping trips taking ten boys, though Koch did not go on this trip. My brother and I went on this trip in Yosemite and we hiked into the valley. We slept on the ground, climbed some of the peaks around there, and went into the upper valley. I remember it very, very distinctly. We had a horse and wagon of some kind taking supplies and some of our personal equipment.

The only sad thing about that trip was that on the way back Tracy Kelley's younger brother, Hubert Kelley, was a member of the group with us. He took sick and I remember my brother was put on the horse with him. My brother held him up and he died in my brother's arms on the horse. It was on our way home. It was within a day or two of our coming home, but it was a sad homecoming. It was quite an experience, particularly for my brother because the two of them were riding one horse.

Dorfman: How traumatic. Which peaks do you remember climbing during that trip?

Koshland: Well, the only one of any importance they didn't let me go on. I was too young; I was ten. I think it was Mt. Lyell, on the eastern boundary of Yosemite. [There was] no stiff climbing, no

Koshland: Mount Everest-type cliffs. On this trip I should say that Fred Koch and Tracy Kelley organized it, but Kelley was the man who took us on the trip. But Koch came to take us out when Tracy Kelley reported that his brother had died.

Dorfman: That must have been just terrible for all of you.

Koshland: Oh, it sure was but fortunately it was at the end of the trip.

Dorfman: A very exciting trip, I'm sure, for a ten-year old boy.

Koshland: It certainly was. The boys were up to the age of sixteen. Most of them I would say were fourteen, fifteen, thereabouts.

Dorfman: What other trips did you take?

Koshland: Let me see, after the earthquake in 1906 we took a trip in 1909 to Southern California with my mother. That time we had an automobile. I remember going to Del Monte and to Coronado in 1909, and I remember particularly we were in the dining room of the old Del Monte Hotel, this tremendous dining room. At noon time we were in the dining room and a severe earthquake took place and people panicked.

Dorfman: At the Del Monte?

Koshland: At the Del Monte in 1909. Of course, they had all gone through the 1906 earthquake and they started panicking. I remember my father in particular getting up on a chair. Normally, he was a very excitable person. He got up and said, "Sit down and take it easy"--words to that effect, I remember very clearly--to try to avoid a real panic. I remember my father reacting in a way in which I never expected.

Dorfman: How did your mother react?

Koshland: She was very calm.

Dorfman: And you children?

Koshland: We were not excited as far as I recall. I remember that particular incident because of my father's reaction.

Dorfman: Where was the Del Monte Hotel?

Koshland: In Del Monte, now Pebble Beach.

Dorfman: Were there other trips?



Koshland: In 1912 we went East. I remember we stopped in Colorado Springs and we went up to the top of Pikes Peak and went on to the East. That was in 1912 and that was when we were taken in by Julius Kahn, who was our congressman, to meet President Taft in the White House. That was an event for us kids.

Dorfman: What did you think of the entire experience?

Koshland: It was a great experience for us as kids to meet the president of the United States in his own office. After Washington, we went on a visit to New York [for] a short time and Boston and back. That was 1912. Then in 1913, my mother took my brother and sister and Dan's friend, Joe Ehrman, on a trip around the world. But I stayed in college to finish up my last year because I only graduated in 1914.

One other trip comes to mind in 1910 when we took a trip on the good ship Queen to Alaska. But we merely went along the panhandle, not the real interior, but only as far as Skagway. A great event there was on July 4 we went out at sea. Of course, we didn't have radio in those days, but they had wireless telegraph. My brother and I went around the passengers to collect fifty dollars so we could get round-by-round reports on wireless of the Jeffries-Johnson fight, which was a great fight in Reno at that time. The funny part of it was the wireless didn't work properly, and we got very, very little for our fifty dollars!

Dorfman: Oh, that's too bad and here you had gone around collecting for it!

Koshland: From the other passengers.

Dorfman: What kind of car did your parents have?

Koshland: The first car in 1905 was a Peerless. It was considered one of the good cars in those days. It went out of existence later on. After that, our next car several years later was a Thomas Flyer. Then the next car after that was a Locomobile--period! [laughter]

Dorfman: Which one did you take your trips in?

Koshland: Of course, in 1906 after the earthquake, we were down in Santa Monica. The car we had at that time was the Peerless. In 1907 [it was] the same. I don't recall any particular trips with the other cars.

Dorfman: Did you need to stay overnight at hotels? Certainly in those days they didn't have motels.

Koshland: Oh, yes, that's right.

Dorfman: Where did you stay and in what kind of accommodations?

Koshland: In 1906 when we went to Los Angeles and stayed down, my parents took a cottage after the earthquake near the beach in Santa Monica. There is a beach there and we had a cottage right off of the beach. Four of us went down by automobile. It took four days and we burned out just before we got to Los Angeles.

Incidentally, my cousins, Edgar Sinton, Walter Haas, my brother, and I--the four of us with a chauffeur or driver--we took four days to get to Los Angeles and got to the town, I think it was Calabasas but I'm not sure. Anyway, fifty miles from our destination, the oil leaked on the dashboard. It was a different construction in those days. The oil from the transmission and engine was in a little tank on the dashboard and the oil leaked down below to the exhaust manifold. It heated up and burned, so the whole dashboard was burned. We had to hitchhike rides into town! [laughs]

Dorfman: That was just you boys?

Koshland: The four of us, yes.

Dorfman: You had some exciting adventures. Did you meet any well known or important people aside from your trip to Washington?

Koshland: We knew Julius Kahn, who was a congressman from San Francisco. I wouldn't say in our school days we met important people other than what I've told you.

Dorfman: How were you influenced by these trips?

Koshland: I think it was educational. We learned something about geography, we learned something about history incidentally I'd say. It gives a broader viewpoint. Traveling is the best kind of education.

#### Childhood in the Family Home

Dorfman: Picking up again where we left off last week, were you ever required to do any work at home, any chores?

Koshland: No. We lived in a luxurious manner. There was no question about it. We were spoiled by that, but I would say on the other hand, my mother was very meticulous about not permitting us to be spoiled in spite of the fact we lived in a luxurious mansion. We never were permitted to ride in the automobile except on occasion. It was a treat to ride in the automobile. Of course, the streets

Koshland: had cobblestones and horses mainly. The tires picked up nails and very seldom did you go out without having a tire go out. We never were taken to school by automobile.

Dorman: How did you go?

Koshland: That's a correction, I think, in my brother's case. [Daniel Koshland's memoir]

Dorfman: How did you go to school?

Koshland: When we were in high school, Lowell High School then was on Sutter Street between Octavia and Gough. We walked and when it rained on Sacramento Street there was an electric car system which exists to this day--only by bus. When it rained, we would take the streetcar on Sacramento Street which took us practically to the school. But we walked. We usually picked up two or three other students and walked with them. It was fun. We walked to school and walked home. This doesn't happen today. They can walk miles playing golf, but not to go to school!

Dorfman: Did your family ever have a horse and carriage?

Koshland: No, the Schweitzer grandparents living at Post and Leavenworth did have horses and carriages. We never did.

Dorfman: Do you remember anything about those horses and carriages?

Koshland: I remember them, yes, because it was at Post and Leavenworth. As I told you I think before (I don't want to repeat myself), I remember going there once in awhile on the weekend and my grandfather waking us in the middle of the night to see a fire. The house wasn't highly situated but it was high enough so you could see across toward the Mission.

Dorfman: Do you remember what kind of carriages there were?

Koshland: Yes, there was the open Victoria and I guess we called it a Brougham for inclement weather. The Brougham was enclosed.

#### The House, Gardens, and Staff

Dorfman: What sort of gardens did your family home have?

Koshland: [pause] I'm trying to figure how to answer that one. They were simple gardens, but my mother had a gardener. I think he was a full-time gardener. The grounds were not big but big enough to

Koshland: warrant that, I guess. Outside of the lawn and the trees, there was a formal garden in back of the house. I'd say that today it exists in the same manner. I should say also an elevation still exists on the Washington Street side. There is a formal garden. There is a lot that my father bought later on after buying the first one to protect privacy if you could call it that; a small lot that had flowers. So that part of the garden, plus what is in back, justified a gardener in those days.

Dorfman: Did you children play in the garden?

Koshland: It wasn't a playground, no, no. As boys, we played in the street--baseball--and sometimes the police kicked us out.

Dorfman: Where did you go then after they kicked you out?

Koshland: We'd come back! We were recidivists.

Dorfman: What was your favorite room in your lovely home?

Koshland: I suppose I would have to answer that by saying the large living room on the second floor, because we put in a billiard table in there. It was a multi-service room really, a very large room. There we played billiards and there even was an offshoot. There was a small room next to it which was for card playing, and we played poker with our friends. This was in high school days and college days. My mother would rather have us playing poker at home than playing in some public joint of some kind.

Dorfman: Were there other rooms in the house that were well used and enjoyed by the family?

Koshland: There were two dining rooms. One was called the breakfast room. Even so, it was a pretty formal room. The dining room was very formal, unique in its decor--leather walls that had imprints in color. It was unique. It was a very formal room.

Dorfman: Were your family meals formal?

Koshland: I would say relatively formal, although we had complete freedom and the kids took over the conversation from our parents. We had complete freedom in conversations. But I would say that we had to dress up and be clean and dress in a certain manner to come to the table. My mother was very strict about things like that.

Dorfman: You were telling me that there were eight servants.

Koshland: Yes, at one time.

Dorfman: Did your mother do any of the cooking or any of the preparation?



The Marcus Koshland Home  
3800 Washington Street  
San Francisco, California



Le Petit Trianon

San Francisco, California



Koshland: No.

Dorfman: When servants became ill, what happened? Who cared for them?

Koshland: I couldn't answer that. I really don't know.

Dorfman: Did they live on the property?

Koshland: Oh, yes, each one had a separate room of his own or her own and their own facilities. In fact, there was a recreation room that they enjoyed also. But the female servants lived on the third floor and the male servants had a special area in the basement. So it was not like the dormitory system at the university today!

Dorfman: As a child, what would you say were the major events in your life?

Koshland: Up to what age do you want me to cover?

Dorfman: Up to high school.

#### The 1906 Earthquake and Fire

Koshland: I guess I would have to say the earthquake and fire. That was in 1906. I remember a good deal about it.

Dorfman: What do you remember?

Koshland: In those days, my brother and I lived in the same room on the second floor. I remember waking up and [it was] the first time in my life I ever felt an earthquake, waking up and seeing the mirror over the fireplace swing back and forth. It was a very severe earthquake. I forget what it was on the Richter scale. I wasn't scared. We knew nothing about the damage that was done to the house until we started dressing. My father went into his bathroom, my parents' bathroom, to get up and shave and so on, and he happened to look out of the window and see all of this damage that happened in the front of the house. He had no idea. But when he got up, he knew it was an earthquake and figured it was time to get up. But all of a sudden he shouted, I think, when he saw what had happened at the front of the house.

Dorfman: That was certainly eventful.

Koshland: That was 1906 and, of course, another event was in 1903 which I told you about, the camping trip to Yosemite; in 1912, the visit to Washington, D.C. and the meeting with President Taft. Offhand, I don't think of any other particular events.

Dorfman: To get back for a moment to the earthquake, how was your life affected immediately thereafter?

Koshland: Number one, when our father saw the damage, after we had some breakfast he sent me on my bicycle across Masonic Avenue to see John D. McGilvary, the stone mason contractor, who had to do with the construction of the house, and to tell him to send some men over because there were some stones hanging over the top of the second floor that were very dangerous. If they had fallen, they would have fallen possibly on people. He sent the automobile, as I recall (I'm not certain about this), but I think he sent our automobile over there to pick up some men to come and clear the second floor with the overhanging of these stones that were loose.

Then after getting John McGilvery, alerting him, I went on my bicycle down to my grandparents, first to the old house on 1848 Pine Street where my Koshland grandparents lived. Of course, my grandfather had died in 1896 but my grandmother lived there and the Sinsheimers lived there. Then I went on down to Post and Leavenworth to see the Schweitzer grandparents and say we were all alive and well.

Dorfman: Were their homes damaged?

Koshland: My Schweitzer grandparents, their home was not damaged on that day. It burned up eventually before three days were up. When the soldiers ordered my grandfather to evacuate; he didn't believe his house would go. They almost shot him! Practically everything east of Van Ness Avenue burned.

But when I went down, that was the morning of the earthquake. The fire was nowhere near. It was just starting up down below in the Mission district and east near the Embarcadero. But that was quite a ride just the same.

Dorfman: How did you feel riding down there that morning?

Koshland: I don't know. [As] an afterthought, I realized I rode this bicycle over live wires that had fallen in the street and it was dangerous, but I never knew it at the time. The home on Pine Street, the Koshland home, did not burn. It stands to this day.

Dorfman: When you were a child, how free were you to explore your neighborhood?

Koshland: We were very free I would say through high school days. I remember I had one friend in my age group, we walked all over the city. Well, I won't say we went south of Market but all over north of Market as far as the ocean. I'd say I walked a good deal.

Dorfman: You were telling me that you, your brother, and your sister attended Pacific Heights Grammar School.

Koshland: Yes, but my sister later on, when she came to secondary school, went to Miss Murison's School. That was a private school.

Dorfman: Why was that?

Koshland: Like Hamlin's School, Miss Murison's School had prestige. I don't know. So many people went to private school in those days. But my brother and I went to public school right through from the beginning.

Dorfman: What do you remember about the public schools that you attended?

Koshland: I remember that I was the poorest in the class. I was a very poor student and my brother was a very good student.

Dorfman: Was that because of a lack of interest on your part in school?

Koshland: It was certainly a lack of interest. I didn't enjoy going to school.

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Dorfman: Why do you think that was so?

Koshland: I don't know. I have a sneaking suspicion that my eyesight difficulty which was not bad at all, but I think the astigmatism that was recognized and identified after I got out of college, affected my reading ability. I never went to an eye doctor until after I was out of college, and I presumably worked three times as hard as my brother did because I had to read everything over two or three times to absorb it and I do to this day. It was not identified and I didn't go to an eye doctor. I think that had to do with my rebellion against school because it was difficult for me to absorb.

Dorfman: Which teachers were most memorable in your grammar school years?

Koshland: Miss Sweibrook I remember. She was a lovely lady. Her nephew, Roland Foerster, became a very good friend of mine all through high school and through college. We were classmates and at all reunions one of the main leaders of the group. They have all died now except Don McLaughlin and me, all of the old crowd that were wheelerdealers of the class, you might say, who organized reunions. There are just two of us left.



Dorfman: I'm sure you enjoy each other.

Koshland: We do see each other, yes.

Dorfman: What kinds of things did you and your friends do to amuse yourselves at school and after school as well?

Koshland: In high school days?

Dorfman: No, in grammar school.

Koshland: We went to school and went home--period. I can't remember anything other than getting out on the street and playing baseball and in football season we played football, touch football. I don't remember anything else.

Dorfman: Were there multi-racial groups at school?

Koshland: In grammar school now?

Dorfman: Yes.

Koshland: I think there were many Japanese. I don't recall Chinese. There was the Immigration Exclusion Act all the way through with Teddy Roosevelt. There was much later, a later exclusion act in 1924, as I recall.

Dorfman: Were any of your friends Japanese?

Koshland: Not socially. No, I would say not. College and high school were different. But in grade school, I would say no.

### Early San Francisco

Dorfman: As your childhood progressed, what was it like to grow up in San Francisco and watch San Francisco change?

Koshland: Of course, with the advent of the automobile--we had an automobile in 1905--we didn't go far with that.

Dorfman: How would that San Francisco compare with San Francisco today?

Koshland: Certainly there were no high-rises. We would get out in the ferry boat in those days approaching San Francisco or leaving it. You would see the hills--Nob Hill, Russian Hill, Telegraph Hill--out. Now they don't anymore because the high-rises are taller than the hills are--which I regret to this day.

Dorfman: It must have been a beautiful sight as you were approaching.

Koshland: It always was.

Dorfman: What was your neighborhood shopping district like as you were growing up?

Koshland: My mother, in my grade school days, did the shopping mostly on Fillmore Street. Wait a minute, I should say this. We're talking about the period now before we moved to Washington and Maple Streets. We lived for one year at Washington and Laguna Streets while the Guggenhimes, my mother's sister and family, were in Europe. That was for one year in 1900. In those days, my mother would have shopped logically in the Fillmore Street area. Later on, we lived on Washington and Maple Streets and there was a small shopping area at Sacramento and Presidio Avenue and I guess to some extent on Divisadero. Those were the logical places.

Dorfman: Did you ever accompany your mother on those shopping trips?

Koshland: I would say very seldom. It made no impression on me at all that I can remember.

Dorfman: Do you remember as a child attending any bar mitzvahs?

Koshland: I can remember attending none, as far as I can recall. I've been to a few since that time.

Dorfman: When you were growing up, what were you most afraid of?

Koshland: I don't recall having any fears.

Dorfman: Do you remember the funniest thing that ever happened to you as a child?

Koshland: One thing I do recall is when we moved out to Washington and Maple Streets and we continued going to Pacific Heights School. There was a gang of boys and not a bad gang such as you have nowadays, but there were gangs of good boys.

One of the boys got hold of me and we started to fist fight. He was from that gang and it was arranged that we were to meet a week later in the vacant lot at Spruce and Clay Streets, I remember, to fight it out. I was scared to death. I had my friend, Jim Ransohoff, he was my pal in those days, I had him go with me as my second. I was scared to death of this fellow who was the same size. We started this fight and the police came along, and we went a block away to another vacant lot on Washington Street

Koshland: between Locust and Spruce, I remember so well. We resumed the fight. He would lunge at me and I would throw my hand out like this [extends outstretched arm and fist] in self defense. Just in self defense. I was scared to death. I remember doing this everytime he lunged at me. I'd throw my hand out like that. He finally got a bloody nose and the fight ended. Then one of the other boys in his gang that was there said, "I'm taking up for him." I said, "I've got nothing against you!" [laughter] I recall that!

Dorfman: How old were you?

Koshland: I was eleven years old, all of that. [more laughter]

Dorfman: What made you feel lonely when you were a child?

Koshland: I can't recall.

Dorfman: What was the most fun for you? What gave you the most pleasure?

Koshland: As a child, now? I have no idea, no idea.

Dorfman: You told me that your grandparents were quite Americanized and particularly for those years. Did they speak any Yiddish?

Koshland: No.

Dorfman: Did they know Yiddish at all?

Koshland: I doubt it. They knew German. There were many occasions when they spoke German, I remember that. In fact, when we grew up as little kids, we spoke German, too. I can't tell you if we spoke German exclusively. I don't recall. But I know as little kids this big [indicates several feet high], we learned German. I think we were bilingual, but I wouldn't swear to it.

Dorfman: So at some point in your early life you must have been bilingual, even as you were learning English, if you didn't speak it immediately.

Koshland: When we went to the grade schools, we certainly had to speak English there.

Dorfman: You told me that you and your brother both attended Sunday school for about a year at Temple Emanu-El.

Koshland: That's right, on Sutter Street.

Dorfman: Did you know Rabbi Voorsanger?

Koshland: Yes, Jay Voorsanger.

Dorfman: What kind of man was he?

Koshland: Oh, he was a great student. But we didn't know him. I mean after all, we were too young to appreciate him as we should have appreciated him. But he was a great teacher and a highly respected person.

Dorfman: Did he teach any of the classes you attended?

Koshland: I don't recall his teaching any classes I attended, but I'm sure that the rabbi in those days taught some classes. But that's purely conjecture on my part.

#### San Francisco Jews of Distinction

Dorfman: Which Jews at that time were the most highly esteemed in the community?

Koshland: Including my high school days in this respect?

Dorfman: Yes.

Koshland: We had Judge Marcus Sloss who was highly respected in those days. At some time in that period he was on the state supreme court. I would say he was outstanding. Julius Kahn, the congressman. Jesse Warren Lilienthal, Sr. was a highly respected attorney, and he was also president of the United Railroads at one time. That's the municipal car line. I would also say that Mrs. Hattie Sloss rates consideration as being a top leader.

#### Mother's Expectations

Dorfman: When we spoke last week, you were telling me about your mother's expectations for your brother. What about expectations for you and your sister?

Koshland: I think she simply took it for granted that I would eventually go into the family business, and my sister was brought up to be a lady.

Dorfman: That was typical of those days?

Koshland: I think so.

Dorfman: What did you want to do in those days?

Koshland: I couldn't tell you. I have no recollection.

Dorfman: You had no particular ambitions or dreams for the future for yourself?

Koshland: No, I may have--I probably did have some--but I don't recall any.

Dorfman: We hear now that many marriages in San Francisco were arranged years ago. How was that engineered?

Koshland: I think because there is a certain social life [that] developed among the German Jewish families. I am thinking of them primarily. If they had an arrangement in mind, they probably worked it very carefully, throwing people together. The girl's parents would give parties periodically. I remember attending parties usually in the home.

Dorfman: Whose homes, for example?

Koshland: Well, Isaac Walter's home. Mrs. Edgar Sinton who just died was a Walter. She was interested in ballet dancing. I did a dance with her at a party. I remember that. I was Harlequin. Never again! [laughter]

Dorfman: Why not?

Koshland: Anyway, it was an experience. It influenced my life anyway. As a result of that experience, I enjoyed going to the ballet much sooner than I might otherwise have done. But we were thrown together in a certain grouping, and sometimes a fellow would go to a certain girl and I remember the family objecting. Arrangement by throwing people together by design.

Dorfman: There are always certain tensions within communities. Sometimes they are social, sometimes religious, sometimes ethnic. What were the tensions within the Jewish community while your parents were active at Temple Emanu-El.

#### Exclusion of Jews by Fraternities

Koshland: I don't recall anything specifically. Of course, we were aware by experience that there was discrimination against the Jews in the world and in this country and in the school system. I was



Koshland: reasonably athletically inclined and I was not taken into a fraternity. There may have been other reasons too, but I knew it was typical of my colleagues, my peers of the day, that some were athletic and some were on teams. But when it came to the Greek letter fraternities in high school, it was persona non grata.

The same thing in college. No Jews were invited to fraternities in college in those days. I remember distinctly in my senior year I was active on the swimming team at the university and in the College of Commerce Club. I remember an organizer came who said since I was a senior and there were quite a few Jews in college, why didn't we organize a group and form a Greek letter fraternity? I resented it and I objected and I refused. In fact, I spoke to quite a few friends, because I had taken a lot on myself in making a decision of that kind. I told my friends, the other Jews at the university, what had happened. I said, "I object strenuously," and they agreed with me. But a year or two later, after I graduated, they succeeded in forming a Jewish fraternity.

Dorfman: What was the name of that fraternity?

Koshland: I have heard of it often. I can't think of it at the moment.

Dorfman: We'll come back to that.

Koshland: I figured a religious group was wrong and Jews by and large did not join. They didn't join. Unfortunately, because of the discriminatory attitude from high school days on, they were self conscious. They resented the fact that they were discriminated against in that respect at least. So they tended to ghettoize themselves. They do to this day, in my opinion. I think they could have done more in assimilation if they hadn't been influenced by these factors and their parents. I objected to religious fraternity or sorority in college. We had a chance to mix with others.

The same thing when World War I came along. Some of them definitely figured this was a great opportunity for the Jews of America to assimilate. You wore the same uniform as anybody else, had the same opportunity as anybody else, to go ahead and make a place for yourself. But there were so many of them who refused to fraternize which I think was a great mistake.

The same person, I think, was active and got to know the Jewish students who were there and got them to form a fraternity. But I succeeded keeping them out as long as I was there!

Dorfman: Well, you really were effective, weren't you?



Koshland: For the time being; for at least one year. [laughs]

Dorfman: The time in which you grew up is said to have been a formal time, more formal than today. In what way would you say that those times were more socially formal than those of today?

Koshland: Certainly when it came to social life. You had parties, you had dances. Socially there was more formality. Now, of course, there is no formality at all in social life. It is very informal as I see it in my grandchildren. I think behaviorism was different in those days. Now you have complete liberation. In those days, there were certain unwritten rules of the game. If you took a girl out, you didn't expect to kiss her, you didn't expect to put your arm around her, you didn't expect to touch her. In fact, by and large, young fellows when they took girls out had to be chaperoned.

Dorfman: Did you have chaperones?

Koshland: I remember to a limited extent I would say so. You just didn't take a girl out.

Dorfman: Who was usually the chaperone, the girl's mother?

Koshland: Sometimes I would say. It's very vague in mind, but generally speaking the boy didn't take the girl out unless the parents gave their consent.

Dorfman: What was the procedure for dating when you were young?

Koshland: I would say it was a matter of getting consent. It's vague in my mind now. I may not be telling the truth correctly. But by and large if I took a girl out, the parents gave their consent. I may not have gone to the parents but the girl may have said, "I'll ask my mother, I'll ask my father if I can go." I think it extended that far.

Dorfman: Then when you took a young woman out on a date, what was the mode of transportation? Were you ever permitted to use that transportation alone with that young woman?

Koshland: You would use public transportation. People didn't have automobiles. When I was at the university in later years I remember there were six automobiles on the campus; just six.

Dorfman: Where did you take a young woman in those days on a date?

Koshland: I imagine it may have been to a football game--I don't think it was to theater--and to dances. We had class dances at Lowell High School in 1910, I remember. Usually, we saw to it that every girl

Koshland: had a boy take her. I remember one of the girls in my class was Harriet Pasmore. Do you remember the Pasmore trio, the musical family? One was a girl who was about six feet-three or four, I think. There was a party two blocks away from my house, I remember, down on California Street and near Maple. At one of the parties there, a class party, they asked me to take Harriet home. I couldn't see myself taking her home. She was more than a foot taller than I was. I said, "Give me anybody else and I'll take her home." As it turned out, I took a girl named Marion Bell, I think it was, who lived clear on the other side of the city. So we took a streetcar and walked part of the way, and I came home that way. I remember that very well.

Dorfman: You preferred going clear across to the other side of the city?

Koshland: With the girl of my size. Mind you, there was nothing in taking her other than the fact that you had social company; no activity such as you have today. I remember that very well. Our dances for class parties were once a month or two months organized by the class itself, usually in somebody's home.

Dorfman: So that they were group events?

Koshland: Yes.

Dorfman: Even if you went in pairs, you joined a group?

Koshland: Generally speaking, yes, definitely.

### Lowell High School

Dorfman: What can you tell me about Lowell High School? I know you graduated in 1910. What do you remember about Lowell?

Koshland: I remember there were some good teachers.

Dorfman: Who were they?

Koshland: Frederick Clark, who later became principal, he was teacher of history. Archie Cloud and another one, Stevens, who was a lovely man. He came in my junior year. I'd say they stood out. I evidently felt I got something out of them because the one I hated very definitely in my freshman year--

The mistake that was made by my parents in retrospect, school closed in April at the time of the earthquake and didn't open again until the fall semester. We stayed down at Ocean Park--that's

Koshland: the place--which was absorbed by Santa Monica. We stayed down there until the opening of high school. My brother had been there one year and I was just entering high school. We were a month late and that was very bad for me. I was not a good enough student to pick up, and John Longley gave me an "F" in ancient history for failure or on condition. Whatever it was, I had to take it over again. But I always figured he was prejudiced against me (he was the man I told you about), because the next year I had Fred Clark as the teacher of ancient history. I took it all over again and he gave me perfectly satisfactory marks. So I hated John Longley!

Dorfman: What interested you most in high school?

Koshland: Being on the swimming team! [laughter]

Dorfman: Was there any one course, any class, in which you were very interested?

Koshland: In high school, no.

Dorfman: Your interest was primarily athletic at that point.

Koshland: I would say so.

Dorfman: What kind of an education do you think you received at Lowell?

Koshland: In retrospect, I would say it was a pretty good education much as I rebelled against some of it. I remember Mr. Thomas Peckham who taught literature. He made us memorize The Ancient Mariner. We memorized much that Shakespeare ever wrote. It drove me crazy. Now I can recite ad nauseam some of these things I learned in those days.

Dorfman: Did most of your friends from Lowell go on to college.

Koshland: Most of them did, I would say. Most of them went to either California or Stanford.

Dorfman: You have seen some of those people throughout your adult life?

Koshland: Yes, that's right.

## II THE UNIVERSITY OF CALIFORNIA, BERKELEY

Dorfman: Let's go on to your years at the university at Berkeley. Why did you choose to go to Berkeley?

Koshland: My offhand response to that is that I didn't know anything and never considered anything different. I never thought of another option. I just took it for granted. I wasn't mature enough to do any thinking.

Dorfman: What was it like to be a student there in those years?

Koshland: For the first time, I was away from family, you might say, even though it was only across the bay. But I was away on my own. I had to make my own life to a limited extent. I think that was a factor that influenced me. I had to study. I got a liberal allowance from my father as my brother Dan did. We got a hundred dollars a month to live on. It included everything. Of course, there were no student fees in those days. We probably received much more pay than many other subsidized students. So we lived in relative luxury, but a hundred dollars had its limitations.

I remember a popular tailor in Oakland was Louis Sheeline on Fourteenth Street. He charged forty dollars for a suit of clothes and we couldn't afford that.

Dorfman: Did you make any new lasting friends while you were at Berkeley?

Koshland: I met some. I would say if you want to carry on beyond Berkeley, some of them became very good friends through the alumni activities.

Dorfman: Who were they?

Koshland: There was Don McLaughlin--oh, there were so many--Roland Foerster, Loyal McLaren, Harold Nachtrieb. Ah, I am ashamed of myself. I can dig it out for you. The whole bottom drawer is the University

Koshland: of California. Isadore Sommer, Lawrence Livingston. Johnny Schoolcraft was the president of the class in our senior year and moved east to Connecticut.

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Dorfman: There were some other classmates with whom you have kept up that you wanted to mention.

Koshland: Roswell Ham; he later became president of Mount Holyoke College in Massachusetts. He's retired now. He lives in Santa Barbara.

Dorfman: You still have contact with him?

Koshland: Yes, I do.

Dorfman: You also mentioned another woman whose name was well known on the campus, Clotilde Taylor. Her maiden name was, you said, Grunsky. And you mentioned Coat Tail Taylor. You also told me that Archie Cloud (not a classmate) went on to quite a prestigious position here in San Francisco.

Koshland: I think he became deputy superintendent of schools. He also was famous for having been one of the group that stole the Stanford ax at the turn of the century.

Dorfman: An accomplishment! You lived in Berkeley at the time that you attended school, but you did return for weekends.

Koshland: Generally speaking, yes.

Dorfman: How did you spend those weekends?

Koshland: I couldn't tell you anything in particular. If there was something social going on--a party--it could have been a party I would be invited to. There were no movies in those days. Well, there were nickelodeons, so I guess we'd go to nickelodeons once in awhile.

Dorfman: Was there a reason why you did not spend the weekends in Berkeley?

Koshland: I think you can say that since we weren't part of the social system, at least through the Greek letter fraternities, we didn't participate to the full extent that we should have. So therefore we came home for weekends.

Dorfman: It must have been very difficult for those students who were not included and who didn't live close enough to return home for a weekend.

Koshland: Right.



Dorfman: What did they do?

Koshland: I don't know. Well, you had things to do in the San Francisco Bay area. You could go to the theater, come over here to the Geary Theater. There were some athletics, various entertainment facilities that existed in the city--the theater, nickelodeons.

Dorfman: Of course, there was only one way to come across the bay.

Koshland: That's right, the ferry boat.

Dorfman: What was that like?

Koshland: It was always pleasant. I saw some beautiful sunsets coming home on a Friday afternoon. It was always a pleasant ride, but the interesting thing is you made just as good time then as you make now with BART.

Dorfman: [laughs] And it was more pleasant!

Koshland: Yes.

Dorfman: Did the ferries run frequently?

Koshland: Yes, very frequently; no problem there.

#### A Student Apartment House

Dorfman: You told me last week that you lived at an apartment house while you were in Berkeley. Why don't you tell me about that apartment house?

Koshland: It was a three-story building at the southwest corner of Bancroft Way and Telegraph. That was a block from Sather Gate. That property was all private property until much later on when the university bought the property. Now Sproul Hall is there and the student union and that whole block. The only things in that block there were the vacant lots close to Sather Gate with Bill, the dog man, where you had hot dogs. That was about the only thing. There were one or two isolated buildings on the street.

Dorfman: What was life in that apartment like for you as a young student?

Koshland: The three of us lived, I think, on the second floor. Three of us classmates lived on the same floor. My brother with two friends lived on the third floor. It may have been the reverse, I'm not certain. We were very handy to the campus when we were going to a class.



Koshland: I can't say anything particular about it except one time, a very important incident. When boys were alone they tended to be profane on occasion and swear. I got notice from the landlady there that we would have to get out. It was too noisy [with] the swearing. Well, I talked her into reversing it. We established a fine of five cents everytime a boy was caught swearing. So we built a little can for nickels. I remember that.

I remember one fellow who was one of my brother's partners. He was a very excitable fellow who will remain unnamed at the moment. He heard about this rule, he came into the apartment and I told him about the rule, that it would cost five cents if you swore. He had just come back from Europe. He had some brass knuckles. He came prepared. I told him it would cost him five cents and he started swearing on purpose. So I started fighting with him and all of a sudden I was being hit on the head with these brass knuckles he had gotten in France. I came close to killing him I was so mad. We both survived. [chuckles]

Dorfman: Did you take your meals there as well?

Koshland: No, next door was a "joint"--that's the best way to describe it--where we got hamburgers and hot dogs and steaks. It was good enough for us.

Dorfman: And you survived!

Koshland: We survived.

Dorfman: Where did you usually study?

Koshland: In our room.

Dorfman: In your rooms rather than at the library in the evening?

Koshland: No, I would stay away from the library [and study] in my own room. We all did.

Dorfman: Were there many invitations from the faculty to students to visit in those days?

### Professors of Influence

Koshland: My own experience is all I can tell you and I would say generally speaking, no, although there were two professors that entertained me and also my brother. One was Henry Senger. He was a German who

Koshland: had come to this country and my parents got to know him. He was a German scholar. He was quite a piano player of classical music, and he would invite my brother Dan and me to his house for dinner about once a month. We'd have a full meal which we enjoyed tremendously. Then he would play the piano afterwards, and after playing for possibly half an hour, he would say, "Now, boys, go home and do your studies." He was a very strict type. He was quite a person.

The other one was Carlton Parker who was mentioned by my brother in his memoir. He forgot to add J. Henry Senger. Whatever my brother said about Carlton Parker, I would say the same thing. He was a very real influence in my life.

Dorfman: How did he influence you?

Koshland: I think one influence was he made a fair student out of me. I was not really a good student, but I was fortunate enough to be in his seminar in my senior year limited to ten boys, it may have been twenty; I'm not certain. He would come into class and make a wild statement of some kind, nothing that he believed in himself. In two seconds we were chasing up to the library to reject what he had told us. He did it to make us study. It was a very clever device that he used, but we learned something as a result of it. As my brother wrote, we were in his home once in awhile. He had a lovely family, his wife and cute kids. Those two and another professor I mentioned I think last time was David Barrows, later president of U.C., Berkeley.

Dorfman: Why was David Barrows influential in your life?

Koshland: I think the way in which he presented his case, teaching us political science. It was more historical than anything else, I think. The way in which he lectured and so on impressed me more. That's all I can say.

Dorfman: They were exciting instructors for you in those years?

Koshland: For me they were because I was not naturally a good student. So I do remember the two or three who really impressed me.

Dorfman: Then it would have been their courses which most influenced you while you were at U.C., Berkeley?

Koshland: Yes.

Dorfman: Were there other courses that left a mark for you?

Koshland: Not particularly, I wouldn't say. However, I made a great mistake in my opinion. Number one, I think I was too immature to go to college when I went. I was seventeen years old and I think if I had taken another year, I would have been more mature. The day I graduated, I remember the commencement in the Greek Theater, I figured I had made a great mistake. I took forty hours of economics in order to be a good businessman. That was my feeling at the time. In retrospect, even on commencement day, I figured I had made a great mistake. I should have taken liberal arts. I should have taken philosophy. I should have taken entirely different courses, because I would say that by and large what I learned in economics went in one ear and out the other. I was too immature.

Dorfman: How did you and your friends spend your leisure hours when you were at the university in Berkeley?

Koshland: If there was a Saturday football game, we would always go to a football game. That was a sacrilege not to go to a game--or a baseball game or a track meet. If it was anything athletic on a Saturday, we'd go.

Dorfman: So that athletics played a large part in your life?

Koshland: Yes, I think so.

#### Swim Team Activity

Dorfman: What about your experiences on the swim team? Could you tell me, please, about those?

Koshland: In those days, when we entered, the university did not have a swimming pool. It had no swimming team. When some of us went in as freshmen, we had swum in high school, and we got together and formed a team. We went down to the YMCA on Shattuck Avenue and swam there. We had very few meets because Stanford had no swimming team. There were one or two club teams we used to swim against. So it was very informal; not recognized.

About our junior year, the university recognized swimming and opened the pool way up in Strawberry Canyon. They then recognized us as a minor sport. We had Circle C's. The varsity in the major sports had a C, a certain shaped C; a block letter but large and shaped in a certain manner. When we came along with an interest in swimming, they drew a circle around the C as a minor sport. You'll see that in the Blue and Gold in those days. It shows that. But simply because we felt we wanted to

Koshland: continue swimming, we formed a team in our freshman year, and then it grew a little bit as the years went on. We finally got recognition. As I say, I think it was in our junior year.

Dorfman: That must have been an exciting time.

Koshland: I remember I was so loyal to the swimming team. There was just a trail going up to the pool up at Strawberry Canyon, a dusty trail. I would hike up there almost every day and swim a quarter or a half a mile. We never had a coach. It didn't rate having a paid professional coach although we did have in our junior year and senior year, Ernest Bransten. He had been an Olympic diver, a national diver, in Sweden or Norway (I forget which), a Scandinavian country. But he was a semi-coach I would say. He taught divers anyway. So we did this all on our own and it didn't do us any harm. But that's one reason why we didn't swim better than we did, because there were no real professional coaches around in those days. The sport wasn't important enough.

Dorfman: It certainly played a large part in your life in those days.

Koshland: It did in those days. I concentrated my interests a great deal in swimming. That was my ambition, to be a better swimmer than I was.

Dorfman: You also told me that you joined the College of Commerce Club. Tell me about that club.

Koshland: Oh, it didn't amount to anything. I guess we had monthly meetings. In my senior year, I think it became a Greek letter fraternity: Beta Gamma Sigma. I think because I was my brother's shadow and he was a good student--he made Phi Beta Kappa and Beta Gamma Sigma--I think they figured because my brother was a good student, I might be a fair one.

Dorfman: You're [being] modest again!

Koshland: [laughs] No, I'm not! I wasn't that good a student, although in my last year or two my marks were okay. But I think I suffered going into high school a month late, and it stayed with me for some reason or other. I was slow to catch on.

Dorfman: Certainly what you experienced in high school and entering the university early would have influenced your student years.

Koshland: I think so.

Dorfman: What role do you think your years at Berkeley at the university played in your life?

Alumni Association Permanent Secretary, Class of 1914

- Koshland: I moved away from here when I graduated. I moved to Boston. I was in the family business in Boston for sixteen years. I came back here in 1930. That's fifty years ago. I got involved pretty well in alumni matters at the time and a few years later, I was made permanent secretary of my class and I think that helped. I spent a certain amount of time--reunion time and so on, social time--with some of the members of the class. That influenced me.
- Dorfman: That has been very meaningful then.
- Koshland: Yes, it has been.
- Dorfman: How did your majoring in economics influence your life?
- Koshland: I don't think it had much of an influence at all. Probably it was good mental training, but so far as being a direct influence I'd question it. As I said before, I was too immature to appreciate what I was getting. I remember one professor who will remain unnamed. Every lecture he gave was a chapter in the book that he published, and that's not my idea of good teaching. Everybody fell asleep in his lectures.
- Dorfman: What do you think good teaching consists of?
- Koshland: A man who has a dynamic spirit and feeling as Carl Parker had. In other words, he inspired his students. He made them think and worked with them. I think you might say you shouldn't be talking down to people as some lecturers do. If you're in the field with them--of course, you can't in this case--but in my military experience I always had that feeling there is a way that you can get under the skin by demonstration. Of course, you can't do it in economics classes, but you can liven them up by relating certain policies and practices in a realistic manner to what is going on today in the world in which we live.
- My offhand guess is that relatively few of the teachers do that kind of thinking. But I may be very unfair.
- Dorfman: That takes real talent though, doesn't it?
- Koshland: I did some teaching in the army in World War I and I learned something through that experience. But that was later on.



An Evaluation of Education

Dorfman: What would you say makes for a good education?

Koshland: You have to have a desire, number one. Then you have to be willing to translate that desire into implementation to the extent of doing some research or exploration of your own, to bring things--to relate them to what is going on now.

Dorfman: What was it that left a strong impression on you at Berkeley?

Koshland: I would say offhand, the long term result of association of learning from the two or three professors I've mentioned. I would think that. I wasn't a great athlete to remember, being a great football player or anything like that. So the athletic part was a secondary consideration.

Dorfman: While you were at Berkeley, what campus issues were being discussed?

Koshland: I don't remember offhand any campus issues, and certainly we were an isolated group of people in Berkeley. We were not attuned to what was going on in the world around us. My grandchildren have all gone through college, all except one of them, and they were aware of what was going on in the world. They tend to be active and you can discuss world affairs, national affairs, and local affairs with them. I can with my grandchildren. But we were not conditioned in those days to think of the world around us. We were very, very parochial in that respect. We had to get our marks, we had to get through college. It was an academic life--period.

Dorfman: So that you didn't have a feel, you are saying, for world issues. How about for national issues?

Koshland: No, I would say we were completely ignorant and disinterested.

Dorfman: Were there famous speakers on the campus whom you remember?

Koshland: Yes. The Charter Day commencement speaker always was some outstanding person, number one in particular, Teddy Roosevelt after he came back to this country having "discovered" the River of Doubt in Brazil. He lectured on the campus. I remember that very well. I say he lectured--he gave a commencement address in the Greek Theater, the Charter Day commencement address. I can't remember any others at the moment.

Dorfman: What do you remember about him?



Below: Robert J. Koshland, 1979, accepting an award from John Rosston, President, University of California Alumni Association.



Left: Robert J. Koshland, 1977, and bust by Maurice B. Hexter.





Koshland: In some respects, he was a colorful person. You always remember San Juan Hill.

Dorfman: We can go on to your business career in the woolen business.

## III FOUNDING THE FAMILY WOOL BUSINESS, S. KOSHLAND AND COMPANY

Koshland: Don't say woolen. We didn't deal in woolens. Wool--raw wool. From that point on, the grading and sorting of wool, the function of making materials out of it, was carried on by other people. We merely were dealers in raw wool.

Dorfman: How did you come to enter that business?

Koshland: It dates back. My grandfather, Simon Koshland, came here and went to Sacramento. What he did at first, I don't know, but in a reasonably short time he had a storage business where he stored wool for sheep men. A sheep man would have the wool shorn annually, and then he would get through with that so he could go out mending his fences and fixing up his ranch. It was standard procedure among sheep men. So therefore, they would come into town and they would bring their wool in for storage and leave it with someone, very often to sell for them. My grandfather stored wool for sheep men.

The Raw Wool Business

Koshland: They evidently had faith in his integrity. So they would leave their wool with him and let him do the selling. Then he thought here is the way to make more than storage money, so he got into the business of buying wool and then selling it. Whatever wool he bought, he would ship on to Boston to J. Koshland and Company. [It would be] for sale in Boston because there were no mills here. There was one that was started in San Francisco years ago and that failed.

It's going to be complex for you to understand what I am saying. The wool that comes off the sheep's back varies from 60 to 80 percent in wasted material--dirt from the wind would blow on the sheep throughout the year. On top of that, the sheep would

Koshland: perspire. That's called grease. The combination of the grease and the dirt in the wool, when it came to washing the wool, it lost 60 to 70 percent or 80 percent in some cases in weight.

So we would buy wool in the West. We had to figure within 2 percent--you had to know the wool, that's where your expertise would come into it--how much it would shrink in weight in the washing. You couldn't sell it after it was washed except for a very few woolen mills. So therefore, you had to figure that and therefore, if you're willing to pay on the basis of let's say a dollar a clean pound in Boston, you would deduct from that on the basis of shrinkage (what you lose in weight), you only have thirty pounds of wool for the hundred pounds that you bought. Therefore, many sheep men out West thought, "We're being deprived of that difference. We want to wash the wool here and save having to be penalized the cost of the freight."

The Midwest has places where they tried that out and it didn't work, because the worsted mills wouldn't buy washed wool. There's a certain amount of mixing when you are making a worsted cloth like this. It takes certain kinds of wool, certain blends. It only can be done when you have the wool in the grease, in the original state.

Up in western Oregon there were several that survived all this, but they would buy other wools, too; Pendleton--you've heard of Pendleton wools. So there are few mills up there that have survived and have made a go on it. But by and large, it didn't work. You have to sell. That's where we came in as middle men. We bought the wool from the sheep men normally, shipped it onto Boston, and then mixed it with other wools. We mixed them with the other wools from the same area that measured up to generally accepted standards. You have graders at a bench and you take one fleece off one sheep. You break that down to about thirteen different kinds of wool--long, short thickness by fiber. So you develop an expertise in wool and knowing where it comes from. Wools' spinning qualities will vary from area to area.

For illustration take Oregon where I used to go, all of Oregon, buying wool. But some wools were long and some wools were short, some wools were thicker than others, but you get to know the region. One region in Oregon is Butter Creek a few miles away from an area along the Columbia River. The Columbia River has a heavy sand that got in the wool and made it shrink up to 90 percent in the washing. You had to figure that, know your country. Very close to that is Butter Creek where your wools were beautiful wools and they shrank much less.

Koshland: Now, since that time they have developed some mechanical devices to measure wool more accurately than we did. But we would sell in Boston. We would grade wool and put like wools together from New Mexico or California or Oregon or wherever, Wyoming, Montana. Those that fit together we would grade together. We would have a half million pounds of one kind of wool, a half blood, staple, french combing length, and so on. But now they have mechanical devices that measure much more accurately than we ever did.

So the middle man was put out of business in Boston. He didn't survive. That is what Carl Parker taught us when I was in college. He said that about the middle man's place in the economy of the country, he would cite not this particular case with wool but similar cases.

Dorfman: He predicted--

Koshland: What happened. I remember coming home to my father and saying to my father, "Get out of business. You are doomed." Well, it wasn't while he was alive but it came later on, not too many years later. Carl Parker was right.

Dorfman: You joined the Koshland wool business then immediately after graduation.

Koshland: When I returned from Europe--

#### A European Trip After College Graduation, 1914##

Dorfman: You were telling me about the trip that you took after graduation in 1914. You said that this was a maiden voyage for this ship?

Koshland: Yes, the ship was the Vaterland. Cuxhaven was the port of Hamburg, as I recall. The ship had come to New York and on the return trip of this maiden voyage I was a passenger. That was in the middle of May of 1914. I visited my brother who was working in a bank in Berlin at the time, and then went to Paris. Then my mother shipped my sister and me out. She picked up a French maid. [chuckles] She went along as our chaperone, I guess--to Belgium and Holland and up the Rhine River to Switzerland, the three of us. While in Switzerland at St. Moritz, a famous ski place, World War I broke out on July 28, 1914. For a day or two prior to that, all of the Germans there had gone home. The place had emptied out pretty well. We were on a trip from there over the mountains (I forget the name of the places), and I called the trip off and joined my parents then in Lucerne.



Koshland: The war was on. We spent a month in Lucerne and I had the time of my life swimming and playing tennis. While we were there my brother sent a telegram telling us not to go to Paris, thinking that the Germans would be there ahead of us. We got out finally. Most Americans panicked. The war was going on. The Germans were rushing through Belgium and Holland with great success.

We went back to Paris on about July 24. My mother bought some clothes there. She didn't panic. My father spoke to a banker there and he said not to worry. They were wrong, too. We got the last train out of Paris, presumably, on August 31.

I should say that on the morning of August 31 we went to the Gard du Nord. We had tickets presumably to go to the seacoast at Cherbourg, I guess it was, and then take a boat to London (Dover to London). We got to the Gard du Nord and the Germans had moved so fast during the night they had taken Amiens which was sixty kilometers from Paris, during the night. There were no trains going. We went back to the hotel and finally found out there was a train going to Le Havre. We could get an overnight boat from Havres to Southampton which we took. We had gotten out a week later to the day. It was September 6 when the Germans reached the outskirts of Paris at Meaux. Do you remember the taxicab army? Saved the French people.

So there was that. But that one month in Lucerne, I had a grand time. There were three thousand other Americans there, one of whom I played tennis with every day, my friend Harold Bache. That's where I met him. The other was Herman Phleger whom you know. With Herman I played international tennis there--such as it was! I never was any good. Herm was a great athlete. We remind each other whenever we see each other about the old tennis days in Lucerne.

Dorfman: Well, you certainly were right in the middle of World War I then, weren't you?

Koshland: We were on the fringe of it. When we got there we let my brother know we were going to Paris. He sent a telegram, saying, "Don't go." He knew from the German side of it a picture of what was going to happen. It was dangerous and he urged us not to go to Paris at all because it was going to be taken over in no time flat, and they were right. It was simply a matter of timing.

We left Paris and got to London on September 1 and a day or two later my brother joined us in London. We were there until the middle of October.

Koshland: So we got a little flavor of the war going on because the English got into the act. August 4 they had joined the allies. So we were in London during all of this time.

Dorfman: What did you do while you were in London?

Koshland: We did some sightseeing. I spent a good part of the time going down to Thomas Cook & Sons, because we had tickets that were no good. Trying to get other accommodations was a problem. All the Americans were fighting to get places on the ships going out, the passenger ships. So it took a degree of persuasiveness and patience. We finally got out the middle of October. We were there six weeks.

Dorfman: Were you happy to leave?

Koshland: Well, under the circumstances, sure we were. As soon as we went back, I then reported for duty in the business in Boston. They shipped me up to Lawrence, Massachusetts to work in a scouring plant there. That's another phase. If you want to stop at this point and start the business career at that point. Is that easier for you, too?

Dorfman: That's fine.

Apprenticeship in Lawrence, Massachusetts##

[Interview 3: December 5, 1980]

Dorfman: You were telling me about the family wool business. You said that after your graduation from the university you entered that business.

Koshland: That is correct. After graduation from the university, I joined the family in Europe and was there for several months--from May to October. Then in October, I went to Boston and the members of the family promptly sent me up to Lawrence, Massachusetts to work on a wool scouring plant and learn something about wool. I was there from October of 1914 until February of 1915. I worked there as an apprentice. I was not paid anything. There are some interesting stories in connection with that. While I worked for E. Frank Lewis Company--it was a wool scouring plant.

Dorfman: What were your duties?

Koshland: I started by trucking South American thousand pound bales around and getting onto the sorting board and sorting wool. A fleece in the terminology of the business is the wool taken off of one sheep. So we take a fleece, open it up, and break it down to about thirteen different grades. It's graded for length, for thickness of fiber, the condition—all of these different factors. So you learn about wool by handling it in that fashion. In connection with that, you may be interested to know this incident.

Next to me on the sorting board was a chap named Al Lincoln who was a member of one of the old Brahmin families in Boston. He was just out of Harvard and I was just out of Cal. So naturally just out of college, we knew all the affairs of the world and settled them while sorting wool! I remember him saying to me one day, "You fellows from the West are better mixers than we are. You are 'hail fellows well met' but you haven't got the background"—which is typical of the old Brahmin attitude and the Cabots and the Lowells and the Lodges. That was that incident.

Another incident not connected with the wool business at all took place in 1915 or 1916. There was a man on Boston who had nothing to do with the business whatsoever. This was in 1915 or 1916 and World War I was on in Europe. We were not in it. There was a man named Benny Kebatznik who had a store—it had all kinds of artifacts. I wouldn't call it antiques.

Anyway, it was on Boylston Street in Boston. World War I was on and naturally in New England people were much closer to it. People were divided in their loyalties to the allies, the English or the French, and the people with German background who were sympathetic to the German point of view. But New England, of course, was overwhelmingly pro-Ally.

This man, Benny Kebatznick, was a perfectly good person. He went to court to change his name to Cabot. Naturally, that raised the devil with the old Boston families, changing his last name to Cabot. There is an old saying in Boston, "Come to Boston, the home of the fish and the cod, where the Lowells speak only to the Cabots and the Cabots speak only to God." A. Lawrence Lowell, president of Harvard, after World War I in 1919 at a dinner in the Harvard Club in Boston and in an after dinner speech said, "It's no longer the old slogan, 'Come to Boston, the home of the fish and the cod, where the Lowells speak only to the Cabots and the Cabots speak only to God.'" He changed it. He said, "Now it's 'Come to Boston, the home of the fish and the cod, where Lowells speak only to Cabots and the Cabots speak Yiddish by God!' So much for that. Now, let's get back to the business!

Dorfman: You were telling me about your duties during this apprenticeship in the scouring plant.

Koshland: I think it was in February of 1915 when both of us were kicked out. They had had enough of us. So I went back to Boston. I was a sample boy in the business [J. Koshland and Company] for some months. In 1916, during the beginning of the wool buying season, in what was called "the territories"--the wools were called territory wools by and large. I was sent out with the senior buyer of the firm. We went to Oregon, Washington, Idaho, and Montana. That took three or four months. That was 1916. After I came back from the army in World War I, they sent me out on my own in the West from May through July.

Wool Buying West of the Mississippi in 1916 for J. Koshland and Company

Dorfman: What were your duties when you went out with the senior buyer?

Koshland: We would go out to ranches. You normally follow the shearing season when they sheared wool. They started around January in Texas and worked north with the sun. At certain times of the year they do certain things, the sheep men. I was in Oregon and Washington in late May or early June; in May and June, -Oregon, Washington, and Idaho. Then by the middle of June, I moved up to Montana and I covered the whole Great Northern Railroad area of the state. We had five or six buyers. I was alone in that area. There were other buyers alone in Montana, which had highly desirable wool.

Dorfman: When you say you were alone in that area, you mean when you returned after World War I.

Koshland: Yes.

Dorfman: While you were learning, when you were with these senior buyers, how did you travel?

Koshland: By train mostly; very little by automobile. You take a train to certain places. Montana was different from Idaho and Washington. In Montana I would go by train all hours of the day or night, because in these little towns of two or three hundred or a thousand people the train may stop there at 2 A.M. or 4 A.M. You get off and when you left the town a day or so later, you get [back] on the trains at those hours. The hours are very irregular based upon train timetables. [tape interruption: telephone rings]



Koshland: If you didn't have an automobile, you'd get off the train (after a season, you know people), and you get a sheep man to take you around. He's interested in what you're going to do, how much you're going to pay the other sheep men. They want top figures. So you pick out a man who is more friendly, who is willing to take you around. He would be curious. Of course, if the price was thirty cents a pound, he wanted to get a full price. A clip is the total wool that one man is producing. One flock of sheep is about fifteen hundred sheep, so an important consideration was the size of the clip, as well as its quality and characteristics. Men who only had ten sheep around the house for the children and for other reasons weren't important. Unless we could buy in carload lots, we didn't pay much attention to it. A full carload was a minimum of 26,000 pounds and the top carload held 50,000 pounds. So you are buying related to the size of the clip as well as its quality. The competition was very keen. There were probably a dozen buyers vying with each other, each one trying to outguess the other. It was a strenuous time, those months I was out West on a buying expedition. I was glad when it was over at the end of July and I could come back and relax.

Dorfman: Was it usually a seller's market?

Koshland: It varied from year to year. It could be a seller's market one year and a buyer's market another. The competition was very keen. I remember most of the buyers stayed at the Rainbow Hotel in Great Falls, Montana during the Montana period. The trains went out of Great Falls mostly around 9:30 or 10:00 at night. Now, the buyers were very friendly. We'd have dinner together. We'd gradually slip out without letting anyone know we were slipping out. It was up to the individual to guess where his competitors were going because you could go in four different directions by train. They all left between nine and ten o'clock at night. The telephone operator was definitely instructed not to give any information about who was in and who was out. So the next morning if a certain competitor wasn't around, I knew he left the night before. Then I'd have to guess the direction in which he went and whom he was going to see. It was quite a game.

But the interesting thing about it was the fact that we'd all have dinner or meals together, whoever was in town. It made the sheep men very suspicious that we collaborated. That sort of thing was done in the early days long before I came into the business. There was collaboration which was definitely anti-trust in nature. But when I was in the business, the competition was very keen. There was no collaboration at all, although there were individual cases. But there was very little of it. So you had to put your thinking cap on.

## Sealed Bids

Koshland: There was one practice called sealed bids. We'd all meet at a certain place at a certain time by arrangement where the sheep man would announce that he would hold a sealed bid sale on such and such a date, place and time. We'd all go together to his shed at his ranch or wherever the wool was, examine it while it was being shown primarily and put in sealed bids. One of the good buys I made--I won't tell you about the bad buys I made [laughter]--one of the good buys I made was when we went down to Wolf Point in Montana. There was a certain clip of wool that was about 170,000 pounds. There was a man named S. Sprinkle [spells name]. We examined his wool and there was keen competition. This one big buyer from Boston, my main competitor, was a monopolist at heart. Each man would in turn go to the sheep man behind all of his stacks of wool all in bags and try to get his ideas and try to guess from his conversation what the man before him has offered. Wool was very high in that year. That was in 1919. It was a sixty-cent market; sixty cents a pound.

I tried to guess my competitor, a rival firm, and I hit on the head perfectly. I happened to figure, this is a beautiful clip of wool and there is going to be keen competition. I tried to figure what this particular person was doing. I knew he would bid higher than anybody else. So I figured he would go to sixty-one cents and I thought, "Well, he'll play it safe. He'll make it safe for himself. He'll go to sixty one and a quarter cents." I bid sixty-one and three-eighths cents. I was absolutely right in my thinking. Don't think I was as good any other time.

So when we went by automobile to go back to the town, Wolf Point, Montana, he said, "What did you bid?" The amount had not been announced. The owner, the sheep man, simply had announced that Koshland was the winner. I took the little slip that the sheep man gave me back and I said, "There's my bid, Joe." He said, "Quit your kidding. Show me your real bid." He wouldn't believe me. I said, "That's the truth; that's what I did." Well, he felt ashamed. For a clip of 170,000 pounds I won it by a very small fraction, an eighth of a cent a pound. He was so mad at me. Afterward I said, "I'll get hell for it. I had raised my limit given by Boston." He said, "Well, if you're going to get hell I'll take half of it off your hands if you want to." I said, "No, I'll get just as much hell for half of it as I would for all of it."

The funny part of it was I left town that night and went to another area, west on the Great Northern, to see some other sheep man. I bought a clip of wool for fifty cents a pound. It was a



Koshland: a poorer buy than the other one in the sixties! There was so much variation. I showed the sheep man the contract, what I paid the day before, and we had bought his wool for years. I said, "I'd like to pay the same but I can't. He knew the condition of his wool was not good, but he thought he'd have to sacrifice maybe three or four cents a pound. I bought his wool for fifty cents and I was ashamed in doing it. I was very unhappy about it because I knew he felt that I was a robber. So there was that much variation in the price of wool.

Dorfman: Were your relationships generally good with the ranchers despite such an incident as you describe?

Koshland: Generally speaking. You get to see them every year and they get to figure, well, he's a nice guy; he's a decent sort of person. But that played very little part. I would say the sheep men had more confidence in certain people. As a matter of fact, on the Sprinkle case, we had the railroad men load the wool for us because they wanted us to route the wool on their railroad. There are two or three different routes for freight going to Boston from Montana. It goes to Chicago by one line and then is transferred to another line to go to Boston.

They would load the wool and we'd get their bill of lading and they would ship it the way we told them to ship. After the Sprinkle wool got to Boston, [we found] his men had made a mistake in weighing the wool and he had not added his totals up properly and I had paid Sprinkle on the basis of 12,000 pounds less than he had coming to him. So I sent him a check for around \$8,000. The funny part of it was that he never wanted to show his wool to anyone but me, but the wool deteriorated in quality so I didn't want his wool!

Dorfman: When you traveled to other states, did you also stay at hotels?

Koshland: We stayed in hotels, yes. A few times I stayed out at ranches with the sheep men. That was always enjoyable because the sheep men varied so. Some were real rough necks and some were--I won't say illiterate--but they were not as well educated. On the other hand, there were a few who had gone to college and were very knowledgeable people. So you make your friends and you make your enemies.

## Covering Montana

Dorfman: Which was the most interesting of the states that you traveled to when you were buying?

Koshland: I'd say Montana. Of the states that I covered, I enjoyed Montana the most. But the distances were greater and the first year I was there I paid a lot of money for having to hire a car to go out to sheep ranches. But after the first year, I got to know these people. I would tell the man that I hoped I would buy his wool, and then he would be willing to meet me and take me around himself. It made a big difference, even though the dollar had more value than it has today.

I can remember one case where there was one sheep man who was pretty much of a rough neck in style. He was not an educated person at all. The next night I would stay at a ranch where the sheep man was a very religious person. So there were all kinds.

Dorfman: So you certainly met a variety of people. What was family life like for the ranchers?

Koshland: They all had families. The boys were working for them and the girls worked and the wife worked. After all, you had men working for you, herdsmen. So you had a fairly good sized table. But the wife was the one who did the cooking. They have herders there out with the sheep, out on the range. They would eat out of a kind of wagon, a Conestoga. Out in the west you see pictures of the old days. Conestoga I think is the type of wagon drawn by horses.

Dorfman: From which the ranch hands are fed?

Koshland: They may be way out in the sticks because they used forest range by arrangement with the government. The sheep man leased the forest range for fodder for sheep. So they moved them around, carefully planned, from one area to another area so they could feed off the ground.

Dorfman: Who helped you the most on your first job the early days of your work with the company?

Koshland: When I came back to Boston, for the rest of the eight or nine months, the job was selling. I can't remember anyone that I could single out at all.

Dorfman: But you did receive good guidance.

Koshland: I think I did. You are left to your own. You have a job to do and you either did or you didn't do it. I can't remember any one person in particular who was more helpful than anybody else.

I wasn't a great person in the job. I did my job reasonably, I think, but I wasn't a great buyer and I wasn't a great seller.

The selling business is very interesting in this respect, that is in the way we ran our business. We did it differently from any of our competitors. We had very few customers and they were big customers. That was our particular way of doing business. We didn't have any salesmen. The selling was all done by members of the firm.

Dorfman: Who were your customers?

Koshland: The American Woolen Company was our biggest customer. New England was a market center on account of water power in those days. Before they had electric power, mills were centered around water power--rivers, cascades. But most of the mills were small mills. There were a few very large ones and we would go after them and sell them wool. Then there was a secondary market around Philadelphia. So I was sent there.

The interesting thing about it is that as I learned, I remember one big mistake I made. Here I would go to Philadelphia and be in touch with the main buyer of a mill. I would try to sell him that I came from a house that had been in business for years, J. Koshland and Company, and I think it was a respected firm. But I had to start from scratch and I did no business with him for a long time until he gained confidence in me personally. The very first thing that happened in most of the mills when I went the first time, the buyer would say, "Did you bring your golf clubs?" I said, "No, I'm a tennis player. I don't play the game of golf." That was a great mistake that I made because golf was a very important factor in business. Had I been a golfer, I would have been playing golf with these people and gotten their confidence and friendship which was a very important factor. That was a mistake I made. It took me a long time before I made any worthwhile sales.

Dorfman: But you did learn from that mistake?

Koshland: I did learn, but I didn't change. I didn't switch from tennis to golf. That I did not do. So I paid for my stubbornness!

Dorfman: But you accomplished the same thing in a different way?

Koshland: I don't think I accomplished a great deal. No, I don't. When we wound up at the end, when we liquidated our business, two customers from the Philadelphia area helped tremendously--I made two sales, I remember; one [for] a half a million pounds and one [for] a quarter a million pounds, which is a good-sized sale, to clean out some wools we had. One of my many visits paid off best at that particular time.

Dorfman: Were you well paid by the company in the early days after your apprenticeship?

Koshland: When I came back from Lawrence and became sample boy I got a hundred dollars a month, and I think that continued until 1917. They continued that pay while I was in the army. I went in 1917 and I only got out in the tail end of 1918. Then I got \$5,000 a year when I came back after winning the war single handed! [laughter]

#### Partnership in the Firm

Koshland: Then to carry on, to say how much I got, in 1922 I was admitted as a member of the firm. I had been an employee all of this time, but in 1922 they admitted me as a general partner.

My father was alive and he gave up a good deal of his interest in my favor. So I got part of his portion and there was a rearrangement of the shared interest of each of the partners.

Dorfman: He must have had a great deal of confidence in your ability then.

Koshland: I wouldn't say so, no. As I look back on it many, many times, I felt that they made a mistake in not training me more. They left it up to me entirely, my natural ability whatever it may have been. I think had they embarked on a planned program I would have done better. I think.

Dorfman: Training in which area particularly? In the buying and the selling?

Koshland: In the buying you have to use your natural talents. In the buying you are dealing with sheep men. As I told you, they varied in style and manner of living. So you learn as you go along on your own. In the selling I can't answer.

## Dissolution of J. Koshland and Company: Another View

Dorfman: What were the problems of such a family business?

Koshland: Your main problem is--and that's where I'd like to straighten out the oral history of my brother. He gives the indication in this that we were able to hold onto wool when the market was low and wait until the market was high and sell it. Well, it was not true.

##

Koshland: As a matter of fact, at the tail end when we were liquidating the business in 1930, I checked our records for the last ten years. In that ten year period, we made money three years, we lost money three years, and broke even four years. My brother gave the impression that we had enough control and by patience could always make a profit. That's not true at all. We had to judge the market. We had to sell throughout the years. The mills needed the wool and the market varied. So we sold at the market. We presumably were good enough salesmen to get full market value. But the market may be on an upturn or a downturn, just like the stock market. So it was a matter of buying successfully and selling successfully. But that's one reason why we got out of the business because the risks were too great. What I just told you tells a story. We made money, we made big money. We lost money, we lost big money. We "broke even" speaks for itself.

##

Dorfman: Is there something else that you wanted to add to this particular period when you were in the family business?

Koshland: Yes, this also relates to something my brother had in his oral history. It was in the fall of 1929 when we, the partners, got together and decided to liquidate the business. We told our buyers very confidentially what was going to happen, I mean half a dozen. The others could find jobs perfectly well. We paid our buyers well. I hate to tell you what the amount was, but they were probably the highest paid buyers in the business. But the standards in those days were quite different. In our case, it was a closed affair in our family business. Buyers could not become members of the firm. It was that closed. As I said, the partners in the business were the only owners. Now, in the case of our competitors, the buyers that were good were brought in as members of the firm. So therefore, we probably paid more to our buyers on a monthly basis and an annual basis than our competitors did.

Anyway, we told our buyers in confidence what we were going to do so they could start out and join some other organization and not be hurt. Well, it leaked out immediately that we were



Koshland: going to go out of business. It went up and down the street because it was something that was of interest to the whole field.

That's where my brother was wrong because we decided on our own in the fall of 1929 to liquidate our business, and only two or three months later the stock market crashed, and we went into a severe depression. But that had nothing to do with us. My brother's story is that we were hurt by the Depression and we liquidated our business because of it. It was not true. We had made the decision before the Depression came along. That lasted through 1932-33, longer than that. That will come up later on.

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Dorfman: You said also that another reason for getting out of the business was the advent of technology.

Koshland: Yes, but not then. That came a little later. What happened was that--including my dear friend up there [photograph on wall], Harold Bache, who was then J.S. Bache and Company in New York--he was an expert in dealing in futures and the futures market in New York. He was the first one to try to get the Boston wool trade to deal in futures. They were like ostriches and they wouldn't change and we wouldn't. We closed the business. But they succeeded. He was right, we were wrong. This goes back to Carl Parker. My brother speaks of Carl Parker. We were told by Carl Parker, a professor of economics, that the middlemen in business are going to go out of business. They are going to be replaced by a different method of selling. He was right.

Dorfman: Yes, you mentioned it as well, the day of the middleman was over. Who would you say was dominant within the business?

Koshland: In our firm?

Dorfman: Yes.

Koshland: My uncle, Abraham Koshland. He was the one member of my father's brothers who went to Harvard.

Dorfman: What special characteristics did he have that made him the leader?

Koshland: He was a lovable man. He was a bright man and president of the Boston Wool Trade Association. He was a hard worker and lovable. But he was a wonderful man.

Dorfman: What would you say that the characteristics of a business leader would be?



41	1	1	The mixing was with wools of similar characteristics from the same geographical areas. Only a <sup>very</sup> nominal <del>over</del> percentage was cleaned prior to sale
41	1	11	Boston remained the wool center into the 1930's, when the advent of the futures market revolutionized the distribution process. This was <u>not</u> due to the stock market crash.
42	3	1	Yes. The Government took over.
41	5	1	(See R5K) See Note 1 on separate page.
41	5	4 <sup>th</sup> from last	Joseph W. moved to N.Y. in 1911, Abraham W. then became the active head.
42			(See R5K on whole page) See Note 2 on separate page.
87	3	last 2 lines	The younger brother was a captain in World War I.

Total

40/5/1

To know wools? This takes experience. The quality of wool is determined by such characteristics as thickness and length of the fiber, its strength, its freedom from burrs, <sup>and</sup> its spinning qualities.

My brother started his career by working as an apprentice in a wool scouring plant in Lawrence, Massachusetts. Then he became a sample boy in the family business in Boston, after which he was sent out west to sheep country with a wool buyer.

My father thought his life remained as a partner in charge of the San Francisco office.

"There was a great change in the situation (I met this entire paragraph, it is not a true statement)

Joseph Koshland had moved to New York in 1911, at which time his brother Abraham became the active head of the partnership.

41/5/2

Note 2

42/2/10

Koshland: Industry, integrity, and warmth in your nature. In other words, you set the example: By devoting yourself and showing the proper amount of dedication to the organization that you belong to and so by industry, by example, by efficiency and a warm manner toward all people in the organization both above and below you. You have to have the respect of the people. That's a curbstone response.

Dorfman: So that it truly is leadership by model.

Koshland: Right.

Dorfman: Did your firm ever handle hides?

Koshland: In the branch in San Francisco they did for awhile, but they got out of it and they also had Calcutta bags--jute bags--they dealt in. But they got out of that before I came into the business.

Dorfman: Why was that? Why were they dropped?

Koshland: I couldn't tell you. It probably didn't pay.

Dorfman: How many people were employed by the firm in Boston?

Koshland: About forty. Oh, in the clerical end about three and the wool end had heavy graders who worked the year around to handle the wool in bulk. Each team had a leader, a superintendent. I'd say about twenty to twenty-five of them; thirty people altogether directly employed in Boston. We had a half a dozen buyers in Boston. Thirty or thirty-five people. We had buyers out in the West but they got a commission on what they purchased--a quarter of a cent a pound mostly.

Dorfman: Were they directly employed by the firm?

Koshland: I'd say in modern language they were independent contractors. We had a few buyers from Boston, the numbers I gave you. A half a dozen had certain districts they covered, but we also had some who were independent contractors who bought for us on a commission basis.

Dorfman: What were the areas of difference of opinion within the firm? Certainly in every firm no one agrees all of the time.

Koshland: I would say that my Uncle Abe Koshland was more of an optimist and my Uncle Jesse Koshland was definitely a pessimist.

Dorfman: [laughs] They balanced each other then!



Koshland: They did. Jesse Koshland went to Cal, so there were three of us who were University of California graduates: Jesse Koshland, Stanley Sinton, and yours truly.

Dorfman: How did you relate with the San Francisco branch of the firm?

Koshland: My father, who was the second oldest of my grandfather's sons, stayed in San Francisco. We kept the branch open mainly because of my father, it started there, and because he always used the name S.J. Koshland & Company in San Francisco. It operated in Oregon and Nevada as well as California for buying wool. As long as my father was there it was kept open. But it wasn't necessary. You could handle it just as well from Boston as from San Francisco.

### The Limits of Social Participation for Jews in Boston

Dorfman: How did you find life in Boston after having grown up in the West?

Koshland: Well, I'd say it was more conservative. My main criticism was of not my life, but the way of life in Boston. There was a definite distinction between the two-thirds Irish Catholics and the relatively small number of Brahmins. Those were the Cabots and the Lodges. So far as the oldtimers were concerned, there was a series of concentric circles. The insiders were the Lowells, the Cabots, and the Lodges. There was no mixture in social life at all as you see in San Francisco. The Jews were kept out for years until the immigration of the eighties. It wasn't allowed--the Jewish population was very small until the eighties. They were really kept out of things. Even in later years when I was in Boston, there was no social life between the different groups.

Dorfman: Did you enjoy life in Boston as a young man?

Koshland: I did.

Dorfman: What kinds of things did you do when you weren't working?

Koshland: I carried [on] my swimming interest. That will come up in due time, no doubt. I swam in college and joined the Brookline Swimming Club. I swam; I had no [other] particular interest I can recall. Then in 1920 I got married and brought a bride back there early in 1921. That changed my social life, naturally.

Dorfman: Prior to your marriage, where did you live when you went to Boston?

Koshland: I lived in a hotel.

Dorfman: How long did you live there?

Koshland: Until I was married.

Dorfman: Did you take your meals out?

Koshland: Yes.

Dorfman: How did you meet people of your own age?

Koshland: Well, that's a story. When I landed there, there were three families, the Abe Koshlands and Jesse Koshlands. Stanley Sinton, my cousin, was ten years older than I was. They all had their friends. They saw to it that I met nice, young Jewish people in my age group. I retained that close friendship throughout my whole period in Boston. However, I recognized the fact that they were introducing me to the people they thought I should meet. I rebelled at that and made my own friends. There was a group in my swimming club that I used to go with, to a limited extent, and another group of good friends of Harvard and Yale people whom I met on my own. I got into philanthropic activity right off the bat, in 1915 anyway, even long before World War I. Yes, I did. I got active in some things in the community and I met interesting young people, fine young people, in my age group. I saw more of them than I saw of anyone else.

#### Swim Club and Activity in Boston, Massachusetts

Dorfman: Tell me about your activity on this swim team in Boston.

Koshland: When I first landed in Berkeley in 1910, there were at least a half a dozen or a dozen of us who would have swum in high school. The university had no swimming pool. It had no swimming team. We got together and we formed a team. We swam in the YMCA on Shattuck Avenue for about two years. I think it was after two years that they built this pool up in Strawberry Canyon. It has a very large pool. I remember going up there by trail and it was a very dusty trail. Every afternoon I would go up there and swim a quarter or a half a mile for my ego as well as my dedication to the university! [laughs] There is quite a difference in attitude nowadays. Students wouldn't be hiking a trail up there as we did it. They're more pampered.

Dorfman: But you carried this interest with you, this interest in swimming, to Boston?

Koshland: I did.

Dorfman: How did you demonstrate that when you arrived in Boston?

Koshland: The Brookline Swimming Club is merely the name of an organization that used the Brookline High School swimming pool. With their permission we joined something or other with club dues, whether we paid anything to the high school or not. I doubt very much. I don't remember. But there was a team there and I got to know those people pretty well. I kept that up until I went into the army in 1917. I came back at the end of 1918.

Then in 1920, we were buying wool at government-held sales. The Philadelphia people would come to Boston to bid on the thousands of pounds, and I got to know a lot of the Philadelphia people. I remember one night I had two or three of them for dinner in Boston and they agreed to go out to a swimming meet that evening in Brookline after dinner. Mind you, we had had a lot to eat and plenty to drink! So I was sitting in the bleachers there, and one of my former teammates on the swimming team saw me in the bleachers and said, "We need you for the water polo team." I left my friends. They found a swim suit for me and I played water polo. I was absolutely all in, I almost died! I wasn't in any condition to play water polo or swim at all. The funny part of it was that the next day the newspaper wrote the fact that I had saved the day. We won two to one, I remember, and I hit both goals simply because I stayed back and didn't play the game as it should be played. The ball came to me and I was in a position to put it into the goal. Pure luck, not any strategy or skill whatsoever in what I did. That was my final swimming competition.

Dorfman: You are as modest as an athlete as you are about everything else!

Koshland: No, I was never a great athlete. I was very average. I liked to play different kinds of games. I could get beyond the dub stage in a few sports and enjoyed them and better players were willing to play with me, even though I was not in their class.

My first year in Boston looks good. I did win a championship, the two hundred yard breast stroke. It was the New England championship. That was one year I looked good. The funny part of it is that a fellow, a teammate of mine in the New England championship took second place to me. The next year he outswam me. He beat me by fully six feet in the same event. He later on became a coach of the American team that went to Australia.

Dorfman: What was his name?

Koshland: It was Bob Muir; a very nice fellow.

Dorfman: Did you compete in any other swim events?

Koshland: I swam, as I told you, in '15 and '16 and '17, before I went into the service in April of 1917.

Dorfman: So you had some real successes.

Koshland: Well, I started out swimming distance and finally got down to the breast stroke. Everytime I was beaten badly, I'd go to a different event! [laughter] I got more second and third place prizes and practically no first place prizes.

Dorfman: Was it expensive to live in Boston in those days?

Koshland: No, it was not. It was not expensive, but it was more expensive than living in California. That was noticeable.

Dorfman: Particularly in what area? What cost more?

Koshland: I'd say the rent and food offhand.

Dorfman: How was transportation in Boston at that time?

Koshland: They had a municipal carline that was very good, and they built the subway, the Metropolitan, which took you to the suburbs. They had a good system.

Dorfman: Did you own a car in those days?

Koshland: I had a car, yes. I had a car from the beginning.

Dorfman: What kind of a car was it? Do you remember?

Koshland: Yes, my first car I think I had was a Buick. In fact, I had that until I went in the army. When I went into the army in April of 1917, I cut all my affairs in Boston. I figured I was going over to France to win the war [chuckles], so I sold my Buick and after three months of Plattsburgh Barracks in New York which will come up in the military part of it, I went to Camp Devens. To get back, it was forty miles west of Boston and I needed transportation. So I bought a second hand Ford which I bought for next to nothing. It was no second hand. I think it was twentieth hand! I got to know every garage between Boston and Concord.

Dorfman: That's very interesting. Is there anything else you want to add about this particular period when you were involved in the family firm?

Koshland: I think we've covered the business part of it.

Dorfman: I think we can go on to your military service in World War I.  
How did you decide to join the army?



#### IV WORLD WAR I AND MILITARY SERVICE, 1916

Koshland: In 1916 we had Pershing chasing Pancho Villa in Mexico. That was in the fall of 1916. Both Dan and I volunteered to go to Plattsburgh Barracks in New York. There was a Military Training Camps Association which saw that we were going to be involved in a European war. Dan and I both went there as volunteers for the month of September of 1916. Dan was in the New York contingent and I was in the Massachusetts contingent in Plattsburgh Barracks, and we had very good basic training for one full month. There were several little episodes there which may come up, unimportant but amusing.

Anyway, while we were there the situation at the Mexican border got a little more severe, and they asked us if we would volunteer to go and join the army down on the Mexican border. Dan and I both signed up but we were never called. I remember we wrote to my mother and told her what we had done, and she wrote back and said, "If I was your age and your sex, I would have done the same thing." I'll never forget that.

#### Infantry Second Lieutenant, 1917

Koshland: So we had that training for one month in 1916 and during the winter period afterwards in Boston--I can only speak for my own activities there--I attended some lectures organized by the Military Training Camps Association to prepare me for a commission. When the war broke out on April 6, 1917, that night I was in Beachmont in a public swimming pool with the swimming team. It came out that Wilson had spoken to the Congress and called for war. That was April 6, 1917.

Koshland: On April 9 I got a telegram from Washington. I was appointed a second lieutenant and told that I should report to a certain spot on the campus of Harvard on the twelfth to take an examination. I said good-bye to the office. I buried myself in my room and figured I was out of college so many years (this was 1917), I had been out for three years. I didn't know how to study anymore. I had enough material there in the manuals and things like that to study. I buried myself and worked from six in the morning until midnight and tried to learn [chuckles] what a second lieutenant should know!

Plattsburgh Barracks, New York

Koshland: Then on the twelfth I remember going to this little place over at Harvard and having an army officer there ask me about five or ten questions, showing me a map to see if I could read a military map which I could do. After five or ten minutes of a few questions he said to me, "Prepare yourself. You'll be called before long for active duty." I went to the camp. I had not been appointed a second lieutenant at that time. I was a "potential" second lieutenant! But then sometime between that period and within the next month, I received a wire from Washington appointing me a second lieutenant of infantry and [instructing that] I should report to Plattsburgh Barracks by the fifteenth of May. That would be my acceptance of my commission.

I was so anxious to get in, I went three days ahead of time and it paid off, as a matter of fact. Plattsburgh Barracks is on Lake Champlain--and they weren't finished building it up to accommodate 5,000 men. It was a permanent army post with limited facilities. They had temporary facilities they were building there. I remember shaving and taking a shower and jumping in the lake which is right outside this barracks. The ice had just melted the week before. That's one time I jumped in and jumped out without taking more than one stroke!

Dorfman: How did your arriving early benefit you?

Koshland: I was assigned to a company. At the end of five weeks--I remember this--after being in a company with a lot of people like me who had been appointed and were accepting commissions. Others had not applied in the same manner, but they applied to go there when the war broke out. It was a very wonderful bunch of men, I would say, that went there.

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Koshland: A wonderful group of men. They were screened by some group in Boston. It was a wonderful bunch. There were five weeks of pretty intensive training we got in basics. Then quite a few were sent home who didn't make the grade and that's where the army made this great mistake in my opinion. They were judging people on the basis of their lifetime activity and some of them were not college grads. They favored the college grads.

I remember one chap, Ben James, had been a member of the swimming team, a wonderful fellow, a natural leader. He had been in the New England National Guard, so he had had some experience. But he did not have a college education. At the end of five weeks when they screened people out, they sent him home as not qualified to be an officer. He was outstanding, but it was because he lacked a college education in my opinion. I'm pretty sure I was right. What happened, he went back to the national guard, the 26th Division. He went overseas with them. He was shot up with twenty-seven bullet holes in his body and was recommended for the congressional Medal of Honor. They gave him the Distinguished Service Cross which is the next step. He made a great record and he was a natural leader of men. That's where they made such a great mistake in their judgment.

Dorfman: It sounds that way.

Koshland: They favored a person with a college education too much. That's how I got to Plattsburgh. And at the end of three months we all came out as ninety-day wonders. We were known as ninety-day wonders. Some made it and some did not make it, but it was a good group. Then after three months of that, I was assigned to Camp Devens which is now Fort Devens. It became a fort the same as Ford Ord. There were 116 cantonments built purely to serve army purposes in World War I. It became a fort in the early period after World War I.

#### Infantry Captain

Koshland: Then I came out of there as a captain. I was in Plattsburgh Barracks in 1917 in the middle of August and then was assigned to Camp Devens. I never was a first lieutenant. I was in command of a company there in the Depot Brigade.

Dorfman: What were your duties?

## Commanding Officer of a Company

Koshland: As a commanding officer of a company, you had to train them. You had a full schedule of training--mental, basic tactics, physical training--the normal duties of a young army officer. Then a month later, we got our first men in from the first draft and all of a sudden I was in command of a company of two hundred and fifty or more. I was never so nervous in my life. I have very definite convictions about what a commanding officer should do in talking to his men.

I called a meeting of the whole company one evening. At birthday parties in the family I never could make a speech. It's a nervous reaction. I never could and to this day I can't really. I didn't know what to do, but I called the meeting. I wanted to talk to them. I thought they were entitled to know what my attitude was toward things and my policy and so. I wrote on a little calling card the various items simply by title: physical condition, attention, discipline, whatever. Discipline particularly I covered. I told them what to expect of me. I was really almost shaking in my boots. But I was testing myself. I knew I couldn't memorize a speech. I just took a chance for the first time in my life and spoke for forty-five minutes just using this one card. It was written up because my men all came from Springfield, from factories in Springfield and Mt. Holyoke, Massachusetts. It was written up afterwards. A reporter had got to the men to get their idea of their commanding officer and I got some favorable reactions from that. That gave me confidence in myself which was very important.

## Expectations of Men: Dedication and Discipline

Dorfman: What did you express as your expectations of the men?

Koshland: I expected dedication, giving their best. There was a war. It was not a matter of pleasure or fun. There was a war we were facing and we've got to be prepared to do our duty and be in condition, especially in the case of the infantry which is on the ground. You had no air service to speak of in those days. Situations develop in the infantry and unless the outfit is well disciplined they scatter to the four winds. You've lost your outfit. Your orders and commands must be obeyed to the letter. Otherwise, the infantry fails.

Koshland: An illustration: In World War II, the last two days I was at AFSAT [Air Force School of Applied Tactics]. This was an aviation school in Orlando, Florida, and I was sent there with about ten men from my outfit. I'm just pointing out one thing that will come later on. I heard about a war library that would be on this base, the School of Applied Tactics. There were original documents there that came from the landing in Oran and Morrocco. At that time, I was in command of an air service group. I'm now talking about 1943. The Germans came over and bombed these outfits and the men scattered to the four winds, a lack of discipline that you wouldn't have in a well-organized outfit. It is simply an illustration of the need for discipline. As I say, in private life we all have to be disciplined, no matter what you're doing in private life. As a commanding officer of an outfit, I had to be disciplined in respect to my superiors. A major general has to be disciplined; he's taking orders from somebody, too.

Dorfman: So you felt the need for discipline was primary in the military?

Koshland: To accomplish a mission you need it, strict discipline. I was known for being a tough officer. I was known for it, but they found out I was fair, and this was the reaction that came back to me again in World War II, especially in the air service. Here I was what we called a retread, having been in World War I. On several occasions it did come out when I was transferred from one outfit to another that I was a tough officer but fair. That means you have the respect of your outfit, reasonably.

Dorfman: Yes, that is an accolade, isn't it?

Koshland: I would say so, but the United States Air Force never had complete discipline at all. In the infantry, you might be in trenches. There is not a great deal of movement and it may come your way or you may initiate the action, but everyone has to take his place and he's part of a team. In the airplane--the airplanes were small airplanes in those days--[in] the aviation section of the signal corps for the few airplanes we had in World War I, the pilot went up all by himself. He was on his own. He could do as he pleased. In World War II, after the Stukas had raided Belgium and Holland gotten into France, the bombers had perhaps a personnel of seven in their crews. But that's a small group and they had no use for the discipline that's needed on the ground. There's friction quite often because of that. But I never compromised what I had been taught which had some men hating me, there is no question about it.

Dorfman: But perhaps respecting your goals.



Koshland: In the course of time. This was just prior to our evacuation of our base in Kweilin, as well as other bases north of us, because the Japanese ground forces were pushing us out (we had no ground forces to protect us). An inspector from headquarters in India came to Kweilin to examine all of the units on the base. The inspector was Lt. Colonel Charles Kennedy. I remember him very well.

The last week before we evacuated Kweilin, he came to me and he said, "Colonel, I want to congratulate you. I've checked each one of your outfits" (I had seven different companies and squadrons) "I've checked all of your outfits and I've never seen a better one," or words to that effect. He said, "I want to congratulate you." I said, "May I publish that to my outfit?" He said, "Certainly." Of course, it was the end of that period there when we had to evacuate a dozen bases in Southeast China. I published that, what he said, to my men. I think it gave them a little more respect for me.

Dorfman: Yes, that would certainly support it. How do you feel about the service, about the army?

#### The Importance of the Military in Peacetime

Koshland: I feel it's very important that every young man should serve in the military service--in the army, navy, marines corps--but I think every young man should have the experience.

Dorfman: In peacetime as well?

Koshland: Absolutely.

Dorfman: Why is that?

Koshland: You're living in a time when there hasn't been a generation in your lifetime or my lifetime when you haven't had a war. We're unfortunately not doing away with war. I'm a pacifist in one sense and I'm for peace, but I can't see it. You're on the brink of war today right here in this country with our relationship with the Soviet Union. So under those circumstances we have to be prepared, and I think every young man should serve a year or some such period with the colors. It's good for him if he takes it to heart.

Koshland: Now, because of Vietnam everybody hates the military for good reason. We never should have gotten into it. That was Lyndon Johnson's great mistake in my opinion. It's unfortunate, but now we're beyond the situation. We can't fight a major war today. Our army is not qualified today to fight a major war. You can have all of the equipment in the world. You have to have the men to man it. Then you still have to have ground troops, whatever bombing you do, whatever you do from the air. You still have to take and occupy the ground. I feel very strongly.

But young men have to be properly indoctrinated when they go in the service. Now they don't want to go in because they've heard about all of these awful things that can happen and do happen. I have had the opportunity to advise a few young men after World War II who were being drafted by Selective Service. I said, "It's all a matter of attitude. I can tell you from experience that in any outfit that you're in in the army, you know the 10 percent of the poorest soldiers of the outfit and you've got 80 percent not identified as being the top or the bottom. Make up your mind which group you want to belong to." That was my speech when I took over a new outfit.

Dorfman: So you gave them the choice.

Koshland: Yes, and in my opinion it's all a matter of attitude. If you play the game right, you get something out of it. I gained a great deal from my military experience. I luckily came out whole. It makes a difference. But I gained a great deal which was valuable to me in my future life, my army experience. I got a certain confidence in myself which I did not have prior to that time. But if you go in hating the blasted thing because of what has happened in the past, you'll be miserable.

#### The Value of Logic and Attention to Detail

Dorfman: What else did you learn? What other gains did you achieve from having been in the military?

Koshland: I think I learned to think logically. Activities of mine when I was in the reserve--when I kept up after World War I doing all sorts of problems. And there is a certain approach to the solution of problems, military problems, a logical approach which I've been able to use in private life. It doesn't have to be the military. You have to know what the other person is doing as well as what your thinking is. It's a logical process to develop and it's a matter of self confidence, too.

Dorfman: How about the attention to detail that is required in the military?

Koshland: Yes, that is a factor to be considered, certainly. Certainly, when it comes to the basics, detail is very important.

Dorfman: What is your feeling about the men of the military?

Koshland: Do you mean the career people?

Dorfman: Yes.

Koshland: I'm going to respond on the basis of my experience in World War II, because in World War II I had more responsibility and I had higher rank than I had in World War I. I would say of the top brass of the military that I met for the most part was excellent, fine people. You've got your people who got promotions not based on merit, but based on seniority. So a few were not what I would call top notch. But by and large, I found true dedication in the service. When I speak of it I speak of "the service." It's very important to me, my military experience and my respect for the people who are in the service.

Dorfman: You would include the enlisted men as well as the officers in your respect?

Koshland: Yes, I would. Yes, you have some of these oldtimers in the army for years and years and years. Some of them are good and some of them are not good, although I have great respect for the people who play the game properly.

Dorfman: Did you ever give consideration in World War I to remaining in the military?

Koshland: Yes, I did. I gave it some consideration and decided not to stay in, even though I had been treated perfectly well. I had no complaints whatsoever. I figure that as I took it so seriously and really dedicated myself, I didn't think I could maintain that attitude in peacetime. That was my real reason. I worked under tremendous pressure; much more pressure in World War II than in World War I. When peace finally came, I really breathed a sigh of relief. My relationship with my men was very important to me and I tried to play the game as well as I could. In wartime you are working under pressure all the time if you have responsibility.

Dorfman: You referred a little bit earlier to some episodes that you and your brother experienced while you were in training.

Koshland: Oh, in Plattsburgh?

Dorfman: Yes.

Koshland: We had the two groups, the New York regiment and the Massachusetts regiment. I remember we went out the last ten days of about a month's training out in the field and we went to war. Some exercises on certain days were defensive operations, some were offensive operations, and we had blank ammunition. So it was very realistic. There were all these men that were training to be officers. You get excited. I remember once we had a rear guard action. I was in the outfit that was going forward and had the rear guard action, and Dan was part of the competitive group that was attacking us from the rear. We got to a point where it got to individual combat where you drew your bayonets, and that's where you get your bayonet practice, horrible as it is. When the charge came to go forward in Dan's outfit, one man got so excited he had to be stopped. He was ready to stab somebody.

Another episode of no importance whatsoever: I got the men to the area of Churubusco which is up in New York State close to the Canadian border. It had rained all through the night. We were soaked. Our pup tents were not adequate. We were up all night really. The next day we hiked nine or ten miles partly uphill with heavy packs. I don't know if they were sixty pounds, but they were close to it. Sloshing through the road hiking from one camp to another was an experience that Dan and I would never forget. Not fighting; simply fighting the elements. We were just soaked. The tent wasn't adequate. They built a fire and we sat around the fire most of the night and then hiked the next morning. I remember at that time, during that period, I had just finished with my pal--the pup tents were for two people--staking out our pup tent. We were almost finished when along came General Leonard Wood. He was chief-of-staff of the army at that time. He was coming unbeknownst to us. He happened to stop when he stopped in front of me. I jumped up and saluted properly. He said, "How's everything?" I said, "Fine, sir." I was ready to drop in my tracks! [laughter]

He was a great man and because of politics he was prevented from going overseas in France. He finally got over there later on. But through politics, Senator Warren of Wyoming wanted General Pershing to be the head of the expeditionary force and he won. He was good at it. I'm not criticizing him, but the logical man to go was the chief-of-staff of the army and it was Leonard Wood. It was politics that played a part there.



A Disappointing Stateside Assignment

- Dorfman: How did you feel about having been stationed in the United States?
- Koshland: Going back to World War I now, I was very unhappy about it. Over the July 4 weekend at Camp Devens, I saw the Seventy-Sixth Division go out of our camp. In the middle of night I came back from Boston on the weekend and saw some of them march out and I was sick. I wasn't with them. Oh, I was very unhappy. In fact, before they went out, I had gone from one outfit to another to see if they had room for one more captain or one more lieutenant. I would have taken a demotion.
- Dorfman: You were that eager to go?
- Koshland: I was very anxious to get into it. In July, 1918, I was transferred to Camp Lee, Virginia with four or five others. We were to become newly established instructors in the Central Officer's Training Camp (COTS), one of five in the nation. This was an officer's training camp which trained men to be commissioned officers. Most of us, these four or five, wanted to get overseas and it never occurred. I remember we went before the colonel commandant of the post and told him we wanted to get overseas. He said, "Gentlemen, my officers must be disciplined. Good day, Gentlemen."

He was an old woman. But he stood by us in one respect because while I was at Camp Devens--there were sixteen cantonments in the country. There were forty men assigned from each of the sixteen cantonments for one month's training at Camp Perry, Ohio in rifle and pistol firing. I was, as a matter of fact, the senior of the group from Camp Devens. We learned a different system of instruction in rifle firing, a more modern approach to it. So we put this into effect when we got down to Camp Lee. An inspector from Washington came out and saw our men doing something contrary to the manual. He said, "What's this?" He was told by this colonel, who was the commander at the post, that a new sytem had been developed at Camp Perry, Ohio. The inspector said, "Show me the orders from higher authority justifying this." That's how silly some of these oldtimers were, men who were too conventional, too traditional. But the colonel stood by us and after the inspector left, we retained the system we had installed.

This commandant was a silly old fellow in most respects in my opinion. He was a regular army colonel but not typical of a regular army colonel at all. He made us hike a mile every day at noon down to his headquarters to sign the order of the day. The order of the day was practically unimportant in every respect,



Koshland: except it talked about the transfer of persons from one outfit to another--purely silly, minor administrative stuff. So here on November 8 I hiked down after being on the field all morning to sign the order of the day and still had to start lecturing at one o'clock in the afternoon and have had my lunch. All of us did. The adjutant saw me signing my name and he said, "Koshland, come here a minute, I want to tell you something." I went into his office. He said, "I'm going to tell you an armistice has been signed. The war is over." I couldn't wait to get back to my outfit at one o'clock formation to tell them that "there was an armistice signed today, but we have no orders to change; we will continue the program here."

Well, this went down the line from one battalion to another, and I had to eat crow because it was a false armistice. The armistice really only came three days later on the eleventh. At that time, about that day of the eighth of November, I wrote the words to a song. I'll say it to you (I'll try not to sing it), "There were men who joined the army, there were men who stayed at home, there were men who would be soldiers to fight the foe, the Hun they hated so. So they joined this democratic army, but were never sent across the sea for their courage and bravery, heroic as instructors down at Camp Lee." That's what I concocted that night.

Dorfman: I'm sure that was enjoyed by your friends.

Koshland: I don't think I circulated it very far! [laughter]

Dorfman: Did you enjoy teaching?

Koshland: Yes, I always enjoyed teaching if I knew my subject. I didn't know very much.

Dorfman: I'm sure you must have. You did prepare yourself for whatever subjects you were teaching, certainly.

Koshland: Oh, that I did, yes.

Dorfman: What did you enjoy most about teaching when you were in the army in World War I?

Koshland: I can't remember anything in particular.

## V RETURN TO THE FAMILY BUSINESS IN BOSTON

- Dorfman: Then after the armistice, of course, you returned home.
- Koshland: Yes, that was one benefit. They closed these camps up very quickly, the officers training camps. I was discharged on November 29, the day after Thanksgiving day. I remember that very well.
- Dorfman: Then you returned to Boston where you rejoined the family business.
- Koshland: That's right.  
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- Koshland: I spoke to various members of the family.
- Dorfman: Because you were thinking of returning West?
- Koshland: Yes, and I was dissuaded. They thought I was in a perfectly good, happy position in Boston and I should stay there. So I stayed.

Decision to Remain in Boston

- Dorfman: Were you convinced?
- Koshland: I was reasonably convinced, yes. I wasn't being forced in any way. It was my own decision I had made myself.
- Dorfman: So you did return to live and to work out of Boston as a buyer?
- Koshland: Yes. Well, I wasn't a member of the firm until 1922. But I resumed my western trips. I picked up again in 1919 on my own. I mean for the firm, not with an oldtime buyer overseeing me. In 1916 I went

Koshland: out West with a buyer who trained me. In '17-'18 I was in the service. In 1919 I went back on my own as a buyer. Later on, to the Philadelphia area to a limited extent, as a salesman.

Meeting Delphine Rosenfeld

Dorfman: In 1920 you met your wife.

Koshland: I met her at the end of 1918 when I was in San Francisco. She was a student at the University of California in Berkeley, Delphine Rosenfeld from Portland. I met her at a party. She was a sophomore. I had my eye on her. She was very attractive, I thought. I knew I would see her sometime in Portland. That was the end of 1918, Christmastime. I went to Portland in 1919 and I didn't look her up on purpose. I figured she was too young. In 1920 I went out there and during the course of my business career I got engaged. That was on June 13 of 1920 we became engaged and on December 8 we were married.

Dorfman: Where were you married?

Koshland: In Portland in Temple Beth Israel.

Dorfman: In a conservative or reform temple?

Koshland: A reform temple. For you information, today is December 5. On December 8 we will have been married for sixty years.

Dorfman: I certainly offer my congratulations.

Koshland: Thank you.

Dorfman: That's just lovely. That will be a very auspicious occasion for you.

Koshland: Well, sixty years!

Dorfman: How do you plan to celebrate?

Koshland: By just the two of us going out to dinner. We had the whole family together for her birthday when my wife was eighty years old in October. So we had the whole family together then, and we had the whole family together for Thanksgiving. So Monday we're going out on our own.

## VI MARRIAGE AND FAMILY

Dorfman: Well, I'm sure you'll enjoy it a great deal. What was it like for a young married couple to settle in Boston? Did you move to Boston immediately after your marriage?

Koshland: We took a trip to Hawaii and then went to Boston.

Dorfman: You set up housekeeping in Boston?

Koshland: Yes.

Dorfman: In an apartment?

Koshland: We went to a hotel first, but then in the fall we got an apartment. We moved into a flat as they were called in those days. It was an apartment. That was in 1921.

Dorfman: Yes, you were married at the end of 1920.

Koshland: That's right.

Dorfman: Who introduced you to couples of your own age?

Koshland: I had been there, don't forget, as a bachelor for all of these years from 1914 on. It was through those people, I met people.

Dorfman: Did you have much of a social life or a very quiet life?

Koshland: I'd say a quiet one. There was plenty of social activity, but not an exciting one.

Residence in Boston as a Married Man

- Dorfman: How was life different for you as a married man in Boston? Obviously, you now had a wife. But how were your activities different?
- Koshland: I would say they continued about the same with this exception. I told you about this group of young fellows who got together to settle the affairs of the world. There was one woman who was a wonderful woman, Frances Stern, who was an expert in nutrition. At her apartment, we used to meet before I got married. I guess she had a house. She was a bachelor woman, but she was very much interested in social welfare and the community. We would go to her apartment or house, as it was, in Newton, a suburb, every Friday and settle the affairs of the world. She encouraged us, she stimulated us, and she was a wonderful person. Each of us in turn when we got married introduced our wives to her and the Friday evening things. To this day, my wife, Delphine, still thinks she was very selfish, and that she tried to get the boys under her wing. The wives never liked her. She was a wonderful woman.
- Dorfman: Then you did not continue those meetings after marriage?
- Koshland: No. All the wives had the same reaction; the husbands didn't.  
[Interview 4: February 2, 1981]##
- Dorfman: When we last met, you were about to celebrate sixty years of marriage to Mrs. Koshland. Particularly in these days we all ask, what helped your marriage to endure?
- Koshland: [laughs] That's a hard one! My wife was very forgiving of my weakness. I was also--I don't know how to answer that.
- Dorfman: Maybe that's a question we can come back to a little later. Now, to return to Boston where you took Mrs. Koshland as a young bride, how was life different for you there now that you were a married man?
- Koshland: It didn't change much. Of course, I introduced her to my friends. There were two or three different groups of people. Socially, other than the fact that there were two of us instead of one, I'd say there was no radical change that I can think of.
- Dorfman: Did many social activities take place in your home during those years?



Koshland: I think we did our share of entertaining and we were entertained by our friends. There was no real change except that, sure, when I was a bachelor and I belonged to a swimming club--we used to swim there--I guess I gave that up at that time.

Dorfman: But you had dinner parties in your home for friends?

Koshland: Yes, we lived in an apartment house. We lived in Brookline. That year we rented an apartment and lived in that for quite a few years in Brookline.

Dorfman: Were your dinner parties as formal as those as your parents might have given?

Koshland: I would say no, much more informal.

Dorfman: Were you active in musical operatic circles?

Koshland: No.

Dorfman: Ballet?

Koshland: I went to the opera, but I was not active as the member of any organization.

Dorfman: Were you also ardent theater goers?

Koshland: No, to some extent--to a limited extent.

Dorfman: Did your wife participate in organizational activities at that time?

Koshland: No, I can't think of any at the moment.

#### Birth of First Child, Robert, in Portland, Oregon, 1922

Dorfman: Then two years after you were married, you experienced a very exciting and important event, the birth of your first child. That was in--

Koshland: Nineteen twenty-two.

Dorfman: Your son; was your son, Robert, born in a hospital or at home?

Koshland: He was born in a hospital in Portland, Oregon. You see, I came West on a buying trip every year and this time, because my wife was pregnant, we came out earlier. Normally, I would come out in April or May. This time we came out to Oregon in March or April because the baby was due in April.

Dorfman: So the plan was for the child to be born in Portland.

Koshland: Oh, yes, definitely. That brings up an amusing thing which may or may not be worthy of recording. Actually, it was before the shearing season started in wool buying. I was ahead of normal schedule. Sheep men were asking thirty cents a pound if you wanted to buy it off the sheep's back before shearing time and take a chance. This was if we knew the individual sheep man was a good sheep man or if we knew the quality of the wool. I remember it was a Friday night, April 21. I wired the firm in Boston. I said, "If you think these wools will be worth thirty cents, which the growers are asking, let's step in and buy." (Thus get a good selection.)

The next morning at about six or seven o'clock, my wife had labor pains and I had to take her to the hospital to have my son. While there at the hospital, at eight in the morning, I got a telegram from Boston to go ahead. So the whole time she was in labor, I was sending my cousin who was our representative in Portland from one place to another buying wool. It excited the whole market and the price jumped up from thirty to forty cents, because we were considered leaders in the business--among the leaders. So within a week or ten days, the price had gone up to forty cents. So it turned out to be a good move.

All this time my wife was in labor, at least the morning of the twenty-second.

Dorfman: Yes, it certainly was exciting to move the market.

Koshland: I was busy in the hospital on the long distance phone.

Dorfman: It kept you busy.

Koshland: Very definitely.

Dorfman: Did members of the family, your immediate family, come to Portland, Oregon?

Koshland: No, no, no. My wife's family was there. That was enough!

Dorfman: Was there a bris at that time, a ritual circumcision?

Koshland: Yes, there was.

Dorfman: Who performed that?

Koshland: I haven't the least idea. I assume it was a doctor, not a moel.

Dorfman: It was the doctor then. There wasn't a ceremony involved?

Koshland: There may have been. Jonah Wise was the rabbi out there at the time. That was before he moved to New York. He was married into the Rosenfeld family. We had the same relationship. I have an idea vaguely in mind, since you asked the question, that Jonah Wise was present.

Dorfman: Did you have a nurse for the child after he was born?

Koshland: Yes.

Dorfman: How long was that nurse in attendance with the baby?

Koshland: Through childhood for years.

Dorfman: The same nurse?

Koshland: Yes, when we got to Boston--she had been with the Jesse Koshlands in Boston. We inherited her.

Dorfman: Did you have any other staff along with the nurse?

Koshland: No.

Dorfman: Did any of your family members come to Boston to visit?

Koshland: Oh, yes, my mother and father came occasionally. Of course, I came West every year on a buying trip. Except for the years 1917 and '18 when I was in the army. When World War II broke out (we'll get that later on), I was in pretty early.

#### Family Life and Travel with the Children

Dorfman: Did you continue to live in Brookline, Massachusetts in that apartment?

Koshland: We lived there for three or four years. Then we moved to a house on Beech Road in Brookline. We lived there until 1929. My cousin, Stanley Sinton, who was Edgar Sinton's older brother, resigned from the firm to move back West. He was the only person who ever resigned from the firm. He had a year's lease yet on his house in Boston proper on Beacon Street and Hereford intersection. I took over his lease, so we moved out of the house on Brookline and lived in what was Stanley Sinton's home for the year. The next year we closed up our business.

Dorfman: Why did Stanley Sinton resign and move West?

Koshland: He felt he wanted to live in California.

Dorfman: It was simply a matter of preference for the area.

Koshland: I think that was his primary reason, although he could see we weren't doing so well in our business. It undoubtedly was a factor.

Dorfman: You moved into this house and at that point you had two or three children by the time you moved into it. Was it a large home?

Koshland: It was typical of Eastern structure, I would say. I disliked it heartily. Whenever you wanted to move from one room to another, you had to go up a flight or down a flight of stairs. There are two rooms on every floor and it went up about four floors. It was a typical, oldtime New England structure.

Dorfman: Were there gardens as well?

Koshland: No, no gardens.

Dorfman: Where did the children play.

Koshland: When we were on Beacon and Hereford Streets--my son was born in 1922 and we moved in there in 1929. So he was seven years old and he was the oldest of the three. Susan, the last one, came along in 1928 in June. So he didn't play in the streets. Although when we lived on Beech Road, there was a beautiful area there in Brookline. There was a grove of beech trees; gorgeous, beautiful beech trees. I'm sure my children played in that area.

Dorfman: I'd like to know what family life with children was like. How did you spend your time when you were with them?

Koshland: Bear in mind, that I never was in Boston in the summertime, except in 1929 which was our last year there. When I was West buying wool, I took my family with me and the family stayed in Portland or out at Gearhart at Seaside. I'd take a house there for a month or two. I never spent any summer in Boston except the first and the last summer.

Dorfman: Yes, this was Seaside--

Koshland: Gearhart is next to Seaside. It's a small area there just a couple of miles east of Seaside, the city. A barren, desolate place, but it had a golf course. It had a beautiful beach and very poor swimming facilities because the tide drift there is a fast tide. You couldn't swim in it. I was a pretty good swimmer, considered a good swimmer, and I couldn't swim there.

Koshland: It was a popular place among certain families in Boston for years and years, because that was the end of the railroad. It took four hours to go from Portland to Gearheart. Now, later on, the use of automobiles expanded with the development of a road system. Then you could go on to Cannon Beach, next to Seaside, Oregon, and these other beautiful beaches further down the line.

Dorfman: They had not yet been developed because of the lack of transportation.

Koshland: That is correct. Where the railroad ended, that was where people built summer homes.

Dorfman: When you went West to Portland with the children, did you travel by train?

Koshland: Yes, always, and it was quite a trip. That was a four-day trip.

Dorfman: Was it difficult to travel with the children?

Koshland: No difficulty whatsoever. No, no difficulty, except when the children were babies, we had to have special milk. It was Walker-Gordon milk. Of course, we put it in the refrigerator in the train. It was adjusted chemically, so it would maintain its good qualities.

Dorfman: That must have been an exciting trip for the children to take.

Koshland: Oh, sure. One year we came out, when we came out to live permanently in 1930. The kids were small. My son Bob and the elder daughter Peggy were playing. We were in a drawing room and Bob slammed the door to the hallway on Peggy's finger, the middle finger. It almost tore through, she almost lost it.

When we got to Ogden, which was several hours later, they had a doctor there to give her first aid. I wouldn't permit them to do anything other than give first aid and stop the bleeding. We telephone to San Francisco and made arrangements, the family was meeting us anyway, to go direct to the doctor's office, Bert Coblentz's office, uncle of Billy Coblentz whom you know here. He became our doctor and he took care of my daughter, Peggy, at that point.

Dorfman: That must have been a horrible experience for all of you.

Koshland: Oh, certainly.

Dorfman: What values did you think were important to impart to your children as they were growing up?



- Koshland: I was considered a pretty strong disciplinarian. I demanded a good deal, I guess. My mother, having been very strict with us, I passed it on. She was very strict about table manners and behaviorism. I probably tried to impart that to my children. They turned out all right in spite of it!
- Dorfman: How would you compare the way your parents brought you, your brother, and your sister up to the way you and your wife raised your own children.
- Koshland: I'd say there was a strong influence of my mother particularly. She was a disciplinarian. She brought us up more than my father did. I guess some of it passed on, naturally, to our behavior and our relationship with our children. My wife was not the disciplinarian that I was.
- Dorfman: Then would you say that you were the stronger influence in your home?
- Koshland: It could be.
- Dorfman: Have your feelings changed at all about the values that you imparted to your children?
- Koshland: I've been very regretful for many years about certain things. In particular, I came out here from Boston for various reasons. We gave up our business and the climate is such that I figured that people enjoyed life, get more out of life here than on the eastern seaboard.
- Dorfman: What would you have changed about the way in which you raised your children?
- Koshland: We joined the Beresford Country Club as soon as we came out and also the Gymkhana Club in San Mateo so the three children could all learn to ride horses. That was good, but I was dedicated at playing tennis every weekend at the club when I should have been spending time with my children. I've always regretted that, that tennis was more important to me at that time. But I was no good; I was a poor player barely out of the dub stage. I don't think I spent the time with my children that I should have spent with them. To this day, I regret that.
- Dorfman: Have you discussed it with them at all?
- Koshland: I probably have to some extent.

Transition from Boston to San Francisco

- Dorfman: You talked about returning to San Francisco after the decision to dissolve the family business. I wonder what it was like for you to return to San Francisco after having lived in Boston.
- Koshland: It was no problem whatsoever because I came out West every year on a buying trip. I always came to San Francisco to visit my brother, sister, and my parents, although my brother was living in New York until 1922 when he came out here to join Walter Haas. But it was no problem at all. I had the same friends I had in my school days, so we fitted in perfectly well. There was no transition effort as we just had in Washington, D.C., the transition from one administration to another. There was no difficulty here at all.
- Dorfman: Then there was no trauma at all.
- Koshland: No, I was unhappy about leaving Boston for only one reason. I did have good friends there, worthwhile friends, and their friendship lasted and lasts to this day. We go back every few years and if we don't stay too long, we seem to be welcome. We maintained very close relationships with several. Of course, quite a few have died in my age group. Some were one or two years older than I was. But that has been a valuable part of my life, a highly valued part of my life.
- Dorfman: Who in particular do you maintain a strong relationship with in Boston?
- Koshland: I guess about every two weeks my wife talks on Sunday to Ida Vorenberg; that's Frank Vorenberg and his wife, Ida. Their son Jim has just been named dean of the Harvard Law School. They were very close friends of ours. Another very close friend was Herbert Ehrmann, known as Brute Ehrmann. He was president of the American Jewish Committee some years ago. He died, oh, I'd say about six, seven or eight years ago. His wife is still active, Sara. She has been a very strong factor in the national organization in trying to abolish capital punishment. She has worked with that for years and years. Even when I was in Boston she was active in that field.
- Dorfman: Is she still active?
- Koshland: I think she is still active in it; not to the same extent. She was working as a volunteer practically full time years ago. What she has done in recent years, I don't know. But I'm sure she has an affiliation of some kind with the organization to this day.

Dorfman: When you returned to San Francisco, what would you say was the most dramatic change that you observed?

Koshland: The way of life changed because I could be outdoors and live outdoors in large measure in recreational activities. Out here we don't get much rain at all, so I could play tennis and swim every weekend. In other words, we live much more informally here. We never really got into winter sports in the East. We went away a few weekends, long weekends, for winter sports. But we never participated as other people do or as other people did then.

Dorfman: How did you think that San Francisco had changed in the years you had been living in Boston?

Koshland: I can't think of anything offhand.

Dorfman: Where did you live when you returned to San Francisco.

Koshland: Where we are now, Hillsborough. We only lived in two houses. We rented a house [in 1930] and then in 1944, when we were still renting it, the owner wanted to move back. I was in China, in the air force. My wife looked around and bought this house right next door. So we have lived in just two homes all these years, fifty years. We're still in the house.

Dorfman: What was the address of the house that you rented?

Koshland: Two-two-three West Santa Inez--that's in Hillsborough--and the house we're in is 217 West Santa Inez. It's right next door.

Dorfman: When you moved back to San Francisco did the children's nurse move with you?

Koshland: Yes.

Dorfman: Did you have a staff to help at home?

Koshland: We did in those days. We had a cook and a butler for many years.

Dorfman: Until how long would you say?

Koshland: I know when I came back from the air force, we still had two people in the house until about ten years ago, I'd say. Because of changes in time and circumstance, we have had one since that time. The one we have had recently, left just the day before yesterday. We are without anyone now. So if you're ready to cook and take care of the house, you've got a job! [laughter]

Dorfman: Where did your children go to school when you returned?

Koshland: They went to the grade school in Hillsborough.

Dorfman: A public school?

Koshland: A public school, yes. My son went one year to San Mateo High School, then East to Exeter for three years. He and my older daughter went to the University of California. And the younger daughter Susan went to Stanford. She was right. She was four years behind Peggy and Peggy was very popular, and Susan didn't want to be known as Peggy's little sister. She was perfectly right. She wanted to be on her own and she got into Stanford, and while at Stanford she got a husband.

Dorfman: How did you feel about her going to Stanford. Did you agree with that?

Koshland: Oh, certainly I did. I'm not that parochial in my attitudes.

Dorfman: What were the interests of your children as they were growing up? Were they interested in art, athletics, music?

Koshland: My son enjoyed tennis and swimming. He took after his old man in that respect! That was his interest. He collected Jack London first editions, very much interested in that. Peggy had no particular--she wanted to study ballet. That was her idea. She quit all of a sudden because she heard a boy making remarks one day about [being] a sissy. It just killed her spirit and her ambition in that respect completely, just because of what she heard another high school boy say. But she was quite popular at college and she got along perfectly well. I don't know if she had any special interests other than boys! And Susan, I don't know of any particular interests she had.

Dorfman: Where did you spend family vacations?

Koshland: When I was living in Boston?

Dorfman: No, after you returned to the Bay Area.

#### Vacations and Travel with the Family

Koshland: We never owned a second home. But we were fortunate. Friends invited us up to Lake Tahoe. We were the biggest spongers on the lake, I think, because we could go there and spend a week or two in three different homes. People invited us, so we had a nice time. On a few occasions only, I rented a house for a month at

Koshland: Lake Tahoe. In the summer, I tried to take the family out, on trips as my mother did with us when we were kids, traveling. We did take a few trips, one trip to Hawaii in 1937. In 1938 we took them up to Canada--Lake Louise and Banff. We went on a camping trip from Lake Louise.

Dorfman: Oh, how lovely!

Koshland: It sounds lovely. We had a guide and horses for one week. And we had wigwams and it rained the whole time. We only saw the sun once in a whole week! [laughter] My son and I got along perfectly well, but the women--my wife and the two girls--did not like it. No one suffered at all, but it took a lot of the joy out of the trip. It was dull and rainy most of the time.

Dorfman: Were there other trips that you took?

Koshland: I'm just trying to think. We never took them to Europe. No, I can think of one other. That was one December when we drove south to see the Rose Bowl game. We visited every mission from San Francisco to Los Angeles. The children did not appreciate this. And to top my lack of popularity we got caught in the traffic and only got into the coliseum at the end of the first quarter. Stanford had scored a touchdown, and that was the only score of the game--Stanford six, Southern Methodist zero.

Dorfman: Which island did you visit in Hawaii?

Koshland: When we took the children?

Dorfman: Yes.

Koshland: Oahu.

Dorfman: You have taken trips with your grandchildren.

Koshland: On one or two we've selected grandchildren for certain trips, but not much. We've done some of that, but not a great deal.

Dorfman: Maybe we can talk more about that later.



## VII BUSINESS ACTIVITIES FROM 1930 TO 1943; 1948 TO 1952##

Dorfman: We were talking about what your business activities were when you returned West to San Francisco.

Koshland: I got involved at different times with different things. I got into a business for a short time with two acquaintances here in San Francisco. A local man here named--an old family, not a Jewish family--they were the owners of the Fairmont Hotel. Do you remember the two brothers, Harland and Herbert Law. We weren't associated with them at all, but the nephew of one of them or the son of one of them, had developed a milk without the fat content made out of vegetables. We tried to market that without success. The dairy people wouldn't permit any adulterated milk or anything like that in those days. The dairy people had a monopoly, so we couldn't get anyplace except to try to develop a foreign business and that didn't work. So that didn't last any length of time at all and I didn't put any time in it. It was like an investment for me.

Dorfman: What year was that?

Koshland: I'd say in the early thirties. I also got involved as an investor with a fellow San Franciscan in a tungsten mine half way between Tucson and the Mexican border. I went down there finally after we kept on putting money into it. We had tungsten. The trouble was that it cost us more to produce it than we could get selling it. It was General Electric property and they were wise enough to let people find out where the tungsten was. It didn't cost them anything. I didn't lose much money by it, but it was an interesting experience.

Dorfman: Was that about at the same time?

Koshland: I would say that was in the later thirties, as a guess. One other venture that I was in for a time, full time myself, was the frozen food business. This chap who came out of the navy and was introduced to me by Jean Witter, a partner in Dean Witter & Company.

- Koshland: He had come out of the navy, and was looking for someone to go into business with him and Dean Witter brought us together. We formed a company here and got the franchise for all of Northern California for Birdseye. This was in 1948.
- Dorfman: What was his name?
- Koshland: Philip Stapp; he just died in the last year. [spells name] But he turned out to be a promoter, not a good salesman. He was flighty. He was smart. He would make contracts with any number of producers and didn't hesitate to make changes. We built up quite a business. We were selling five million of these little packages a year, these thirty to forty cent packages of frozen foods--peas, vegetables, all kinds. But he was too much of a promoter and not a salesman. There was no stability in the business. We went broke, and that ended that lesson.
- Dorfman: That was about what year?
- Koshland: Nineteen fifty-two.
- Dorfman: You were going to tell me about a venture you were involved in in Los Angeles, the Market Realty Corporation. You said that you had two partners. Who were they?
- Koshland: Herbert Baruch [spells name] of an old Los Angeles family. We were very friendly with the Baruchs and went to college at the same time. Herbert Baruch was a year behind me at Cal. He was one of the partners. The other was Alfred Meyer, a San Franciscan, a partner in Sutro and Company. They were good old pals of mine. My friend Roy Van Vliet, who still is alive, was the one who found the spot for us at which to build a supermarket. He was a real estate broker. In fact, he was in the real estate business, and he found a spot--it was his idea--right next to Sears Roebuck in Hollywood. So we were satellites in a sense because of the people at Sears Roebuck who would come right next door to the supermarket that we built. That worked out perfectly well. But, then, when I was in the army in 1943, there was a chance to sell it. My partners wanted to sell it which we did. This was a profitable venture.
- Dorfman: How long were you involved in that venture?
- Koshland: From 1931 'til '43. But after the first six weeks I think it was or thereabouts, we gave a franchise for the whole works to somebody else. We no longer ran it ourselves, as we had, through a manager.
- Dorfman: To whom did you give that franchise?
- Koshland: I have no idea.

## VIII WORLD WAR II: FURTHER MILITARY SERVICE

Dorfman: Let's go on now to your service in World War II. You had been in the infantry during World War I as a commissioned officer. What brought you to service in the air force?

From Infantry to Air Force

Koshland: Number one, I knew they couldn't win the war without me!

## Demotion in Exchange for a Return to Uniform

Koshland: When I didn't get overseas in World War I, I was a very disappointed person that they won the war without me in a combat assignment. I didn't get to France and I felt very upset about that. World War II came along and it was not the making of my children, their generation. It was my generation which had failed and gotten into war--not that I was against it. But I thought very strongly about it, if my son was going to go into the army, I was going to go in too.

My good friend, Brayton Wilbur, had married a young lady who was an army girl, army major. Do you know of her, Dita Wilbur? She is a lovely, lovely person. So they had connections in Washington with the army. Brayton went on a trip to Washington after World War II started. I said to him, "Are you going to tell them back there at the infantry that I want to get in? I want to get back my former commission" (which was as a lieutenant colonel in the infantry).

Dorfman: This was what year?

Koshland: That was early in 1942 after Pearl Harbor. He sent me a long telegram from Washington saying, "Forget it, Bob. They don't want an old man like you." That didn't stop me. I let it be known that I wanted to get back in the service. A friend of mine who owned property at Fourth Street where the Fourth Area Service Command of the air force had headquarters. It had a brigadier general in command. A friend of mine introduced me to the general. He was Barney Giles [spells name]. He was one of twin generals, Generals Giles.

The air force had a superiority complex at all times to build up a kind of morale. General Giles asked me to sit down. There was a plaque in front of him like this sign I've got there. [points to sign] It showed that he was a lieutenant colonel. He had been promoted so fast, since he was a regular military man in the air force. (They promoted them so rapidly.) Within a few months he was a lieutenant colonel and then a colonel and now he was brigadier general.

I told him what my experience had been. He said, "What do you want to do?" I said, "I want to get back in the infantry," which was like a slap in the face. But in any event, he was decent about it. He said, "I think we can use you." So he called his adjutant in and had me fill out an application. That was in March or April, 1942. He said, "How much notice do you want?" I said, "Two weeks notice." So, in the middle of May I got two weeks notice to report as a major to the Air Depot Training Station at Albuquerque, New Mexico.

I had gone up in the reserve during the period between World War I and World War II. I was a lieutenant colonel and in 1935 they sent me another commission for another five years which was good enough for me, except I was so active at home in community activities that I didn't want to go on active duty. So I sent the commission back and said that I was available when needed. That was in 1935. In 1940 when France fell, I tried to get in again. I was too old for them. They wouldn't have me in the infantry.

So here it was, 1942, right after Pearl Harbor. In March or April General Giles said, "I think we can use you." That's how I got in. So I got in the air force instead of the infantry.

Dorfman: How did you feel about that?

Koshland: It was perfectly okay. I was back in uniform; that's where I wanted to be.

Assignment to Air Depot Training Station, Albuquerque, New Mexico

Dorfman: Where were you assigned.

Koshland: At Albuquerque, New Mexico, the Air Depot Training Station, which was to train air depot groups. I commanded the Forty-third Air Depot Group. On December 12, I was promoted to lieutenant colonel. I was there for the better part of a year and a half before being put at the head of another group, the Twelfth Air Service Group, which suited me better.

Dorfman: What were your duties initially?

Koshland: When I first started in this air depot training station it was under construction. There were two units there, The Forty-first and Forty-second Air Depot Groups in the early days of training. They only had fifty to a hundred men each. The table of organization calls for twelve hundred in each air depot group. The base was still under construction. I had turned down a commission several months earlier in the post exchange, because I didn't want to be in the business end of it. I wanted to be in the fighting end of it. A chap there who became a very good friend of mine and [is] to this day--he lives in Florida, named Enoch Paulsen--he was a major. He had been a flyer, temporarily in command of this base under construction. When he looked over my profile, he saw that I had been in business. He made me the head of the first post exchange which had to be built. I wanted to get out of it.

A few weeks later an old army colonel, Harley Dagley, came in to take over the post. He had been an enlisted man in the Philippines, he had been through the Phillippines as a volunteer in whatever they called them at that time. Now he was a cavalry colonel in the air force. He took a liking to me and had the two of us in a meeting together. Major Paulsen said I had been put in charge of building a post exchange. I explained my ideas and that I did not want an exchange job, I wanted to get into the field with troops. Furthermore, I had drawn up a plan for the exchange, merging two of these small buildings together and making one out of them. So they could use that not only for merchandising things that the soldiers needed, but also I arranged for a USO to come in with an entertaining group. It was eight miles out of Albuquerque. It was a desolate area in one sense. But that came later on. I got a USO outfit to come and lead like "Sing Along with Mitch"--Do you remember that? Well, long before Mitch came along we brought them out to entertain the troops and let them sing.



Koshland: Anyway, he explained my proposal about merging two of these buildings together to make one. Paulsen didn't agree with me and this cavalry colonel did agree with me. He knew I wanted to get overseas and I didn't want the exchange job. We were living in the Hilton Hotel in Albuquerque. I used to drive him out there in my automobile. One Sunday he said to me, "Koshland"--he was a cranky old guy--"Koshland, tomorrow morning you are going to come in as adjutant of this post." I said, "Colonel, I don't know a thing about army paper work. I wasn't made for that sort of thing. There are any number of officers on this post who would love to have that job, but don't give it to me." Well, he respected it and a short time later he called me in and said, "I've got orders from Washington to form a new air depot group. You're it." So I was in command of it and built it up until I was kicked out.

Early in 1943 another colonel, J. Hugh Fite, came in. In the meantime, this fellow, the cavalry colonel had been kicked out because he wasn't a rated pilot. The air force wouldn't let any top executive have that kind of a job unless he was a rated pilot. They had been held down so long from the days of Billy Mitchell. Then when the Germans took over, went into Holland and Belgium and France, the air force finally got some recognition.

Colonel [John] Hugh Fite was a very good man, a good organizer. But shortly after he was there, another colonel, Colonel O'Neil, came in who technically had more credentials because of longevity, to take over the post. He was demanding to take over the post and between the two of them they were fighting through Air Service Command Headquarters and Washington, D.C. as to who would be in command of the post. This fellow O'Neil, who had been relieved of his assignment in west Africa, lost out to Fite who had been there several months and had done a very good job. So O'Neil lost out and he was given command of my depot group. Instead of my being commander, I was then the second in command, the executive officer, which suited me perfectly well. I didn't claim to be qualified to command a group. I was perfectly happy being his executive officer.

In fact, Delphine was down there with me at that particular time. We gave a cocktail party to introduce this Colonel O'Neil to the rest of the officers. I wanted to give him every cooperation in his taking command of his outfit, and he wasn't going to come. He said the day before the cocktail party we were giving for him--it was just off the post--he was not going to come out. I said, "Colonel, I'm giving this cocktail party to make it easier for you to take over and get to know your officers." So he and his wife came to our house. The next day [laughs] he demanded that I be relieved of the job there because he felt that the group

Koshland: would be so loyal to me that he wouldn't get a fair break. That was his fear. But I didn't have that kind of leadership in my outfit, I'm quite sure.

Then he wanted to get rid of me entirely. [He didn't want me] even as executive officer. So Fite got orders from Dayton or Washington to transfer me to Barksdale Field, Sixty-sixth Air Service group in Louisiana at Shreveport. Then Fite sent his executive officer to tell me not to obey that order for several days until he got in touch with me. Colonel Fite wanted me to stay there, take command of the air deport group and have them change their policy of having a non-rated officer in command of an outfit this size. He had me stay there three or four days and he tried his best to get me to stay there. The top officials in Dayton and Washington wouldn't permit it, so I went to Barksdale Field, Louisiana.

#### Command of the Twelfth Air Service Group

Koshland: I was put in command of an air service group there, the Sixty-sixth. I was there for two months. In the meantime, Colonel Fite, on his own, would telephone to me once or twice and say, "A new outfit is coming here from Biggs Air Field, but if I don't like 'em, I'm going to get you!" It was really unsoldierly in one sense, but it was highly complimentary to me.

While at Barksdale an amusing thing occurred. The rifle range was not up to standard. Yet, I was expected to qualify men with their rifles even though the course was not up to standard. I got in touch with an army camp at Claiborne in Mississippi and arranged to bring my group by truck and have use of their range for three days. Claiborne is a short day's drive from Barksdale. This also gave me an opportunity to test my company and squadrons while actually in the field and on the road. Well, all went well--by purpose was accomplished. However, upon my return to Barksdale, the commanding officer told me that area headquarters in San Antonio had heard about this venture and wanted to know how and why I had done this. The following day I was advised that in the future any desire to take any units beyond area limits or intent to go from air force to an army jurisdiction would be arranged through air force headquarters in San Antonio.

All of sudden, orders came to break up several outfits and send individuals overseas as casuals. They were going to break up my outfit. So I went to the commanding officer and requested to be included in this group. They phoned headquarters in San Antonio and got authorization to put me on that list. I remember it was a Wednesday night.

Koshland: In any event, Fite had sent for me. He kicked the commander out and put me in charge of this new group, the Twelfth Air Service Group, which I took overseas. I got the whole group together, twelve hundred of them for the first time and said, "We are going to go overseas." There was a snicker throughout the whole crowd. But one month later we did go overseas.

It was a very interesting experience, but I worked under pressure the whole time I was in the service, and I was glad when it was over.

Dorfman: I'm sure you were. Was this group somewhat demoralized? You made reference to their having been pushed around.

Koshland: They were very unhappy and when I came in there, I was given orders to prepare them for overseas duty. So I put in a pretty strict schedule. We had marches on Saturday when the other two groups were loafing and doing nothing. I was marching them out there on Saturdays, putting them through gas drill and various maneuvers and what not. [laughs] I remember the quartermaster went to Fite and complained about me because I was taking these men out on long marches. He said, "They're wearing their shoes out." Fite said, "Koshland, keep your outfit on the post. Now, don't go off the post."

After the war was over, Fite formed a corporation to maintain airplanes for trans Pacific transport service. He telephone to me and got me to go up to the air field here east of Vallejo and be in command. I didn't want it at all, but he was the one who sent me overseas and treated me very well, and I couldn't say no to him. So he had a 350 men contract with the air force as a private corporation to maintain the planes going between here and Hawaii and the Orient. (Before this he had retired from the air corps.)

But at the end of six weeks of that, I was able to get out. I was able to turn it over to my assistant Joe Horton who was an expert airplane engineer and well qualified. I didn't know a wing from a prop.

Dorfman: You said that you took your outfit overseas, twelve hundred men. Where did you go when you went overseas?

United States Army  
Assistant Chief of  
Staff, China Air  
Service Command,  
Colonel Robert J.  
Koshland, February  
1945, Kunming, China.



General Claire L.  
Chennault, Fourteenth  
Air Force Commander,  
1945. Photograph  
presented before Robert  
J. Koshland left  
Kunming, China to  
return to the United  
States.







Bombay and Calcutta, India, November, 1943: Over the Hump  
Into Kunming, China, January, 1944

Koshland: We went by navy transport from Wilmington, California, for the forty-five nights it took us to cross the Pacific Ocean. There were 6,800 people on board of which 800 were the navy personnel crew, and 6,000 passengers. There were five decks--five bunks stacked on the decks. We crossed the equator twice, how these men in the lower cabins and decks ever survived, I don't know.

Dorfman: When was this?

Koshland: That was from November 10 to December 26, 1943. I remember the day after Christmas we landed in Bombay. Christmas day was spent at sea. The ship zigzagged independently all the way across until we got to Perth in Australia. Freemantle is the port for Perth. We were there for two days and we went up through the Indian Ocean to Bombay. Oh, they were good experiences.

But then when we landed there, I never saw Bombay except what I saw from the harbor when we were coming in because they brought two troop trains right out on the dock there. So my men would march onto the troop trains and we went across to Calcutta to the staging area called Camp Kanchrapara, thirty-six miles north of Calcutta. That was New Year's Eve. That was an interesting experience if you want to hear a couple of stories.

We all got some Indian rupees since we were in India. At every station the old people, young people, middle age people, everybody had their hands out for baksheesh. There was a regular line that these men would give you. The children were all also taught--"No mother, no father, no sister, no brother: baksheesh" with the hand out.

I had a Protestant chaplain in my outfit and after about the third or fourth station--we stopped every fifteen minutes for some reason or another. The British people were running it, not the Indians, and ran it very poorly. About the fourth station where we stopped, a kid came up to the chaplain and gave him the patter, "No father, no sister, no brother." The chaplain turned his pockets inside out to show he had no more rupees and the kid said, "Son of a bitch!" [laughter] That's what the G.I.'s had taught him.

An interesting thing, he came back before the war was over. He was over with us until the following summer, and he had too much of it, he went home. But he was married to a lady who was a doctor, a surgeon. She was an obstetrician. I hear from her every

Koshland: year. She is in Nigeria and runs a hospital and a religious mission there. She has lived over there all these years. In her letters, she is a very, very religious person, and her letters tell everything that has happened during the past year and she thanks God for this and thanks God for that. The chaplain died, I would say, in the early fifties, if not sooner than that. She brought up their children. I've never seen her since. I've corresponded with her, but quite a person she is because she has gone through all those difficult times--massacres and other-- But evidently, the natives all respect and admire her for carrying on this mission.

Dorfman: What is her name?

Koshland: Martha Gilliland.

Dorfman: And her husband's name?

Koshland: William; he was known as Mac. [spells name] Her address is Lagos, Nigeria; quite a person.

Dorfman: You said you had some other experiences, at this same time, when you moved your men from the transport.

Koshland: We got to Calcutta after four days. It was a thousand miles across from Bombay to Calcutta. From the same train we would go to the staging area at Camp Kanchrapara, a tent camp. We left Calcutta at three in the afternoon and it was the fourth day out. The train stopped every few minutes though for some reason or another. Finally, it was dark. We had been at a place for a long time. Mind you, it was just thirty-six miles and it took us all this time from three in the afternoon. Finally at midnight we stopped at some place, and I went down the line saying "Happy New Year" to the whole outfit in every one of the cars. They weren't Pullman cars, but they were cars anyway. We got out at five in the morning and it was the muddiest place in the world. Lucky I didn't get the troops out at midnight. So much for that.

Dorfman: Where did you move from there?

Koshland: Two weeks later--thirteen days later to be exact--I was sent with a handful of men, about fifteen men, key people, on the first flight into China. We went to Chabua which is up at the head of of the Brahmaputra River in northeast India. There was a staging area there. I was there just one night and then flew over the Hump into Kunming which was Chennault's headquarters. That was on the thirteenth of January. I was there, if I'm not mistaken, on the thirteenth or fourteenth of January. I was there about one night in Chabua, the staging area, and then flew over the Hump

Koshland: into Kunming. Gradually, after one week there being briefed by General Hood and his staff in Kunming, I went with my advance group by air to Kweilin which was 475 miles east in the Kwang-Tsi province. My headquarters was on the Yantang Air Force Base there. General Robin Hood was the commanding officer of the China Air Service.

Dorfman: What were your duties?

Koshland: Supply and maintenance of planes. We were serving the Fourteenth Air Force. We were under Chennault. He was theater air force commander, therefore had jurisdiction over the ASC, which had the responsibility throughout. The Air Service Command's job was to provide aircraft maintenance and supplies to the combat air force's unit.

Dorfman: How many men were you in command of at that point?

Koshland: About 1,200. There were about sixty-seven officers. The air force was top heavy with officers; too many officers. Finally, a year later they broke them up into two groups, after I was sent on a mission to Italy. While there, the air service groups were being broken up into halves which was very sensible. I had a top heavy staff.

##

Dorfman: You were saying that you had a top heavy staff.

Koshland: Too many; the air force has too many in staff jobs, the same as in the enlisted ranks. I disagreed with the policy of promotion in the enlisted ranks. I made it first of all on recognition of military merit for a man to be promoted, not just because of the vacancy. Sometimes I had a vacancy for a sergeant's job or a corporal's job, and I'd say to my engineering staff man, "Is the man a good soldier?" when he wanted to promote a man from corporal to sergeant, or from sergeant to a higher sergeant rating. He said, "Colonel, you don't understand the air force." I said, "My job is to protect this place as well. My men have to be soldiers, number one; technicians, number two."

He tried to double-cross me one time and my executive officer stood by me. I was sent to Italy on a mission. It was a long trip from China to Italy. I had no sooner left then this officer--he had been an enlisted man, he was now a major in the air force--I had taken some of his responsibility away from him, he was a staff officer. It's a matter of organization. He didn't like it, so behind my back he had obtained a countermanding order to do certain things. I was in Italy at the time.

Koshland: My executive officer stood by me and the order from Kunming headquarters was rescinded. But I wasn't an air force career man as he was. He had been an enlisted man. So these things happen.

Dorfman: Was there a difference, do you feel, because he was a career man?

Koshland: I think he felt that way. After all, most of the people were not career people. The career people took care of the career people.

Dorfman: That's true, yes. So you were on this assignment for how long?

Koshland: I commanded the Twelfth Air Service Group from the time I joined them here at the end of September until I was relieved in February 1945. That was when I came back from Italy, I was relieved of command of the Twelfth Air Service Group. It was the outfit I had taken over to China and went on the general staff of the China Air Service Command. I was assistant chief of staff, one of several.

#### Problems in Kweilin, China

Dorfman: Before you tell me about your mission to Italy, were there other problems that you experienced or other issues while you were in Kweilin, China?

#### General Claire Chennault

Koshland: Number one, our great problem was we lived off the Chinese so far as food was concerned. But Chennault was very strict in what he permitted to come over the Hump from India to China, because we were very limited in tonnage. So outside of gasoline or bombs, practically nothing was permitted to come over the Hump for the first year. They increased the tonnage limitation on the Hump after the first year, so we could bring a few other things in. They would bring a limited amount of beer in for the men, limited other knickknacks for the exchange, but nothing to what the American military had in the other theaters. There was tight austerity in material so far as Air Service Command was concerned. We, the Air Service Command, failed the combat air force, to give them the tires that they needed for the airplanes. Many missions were aborted because we didn't have tires for the planes. Gasoline was very tight. We developed a system of using alcohol long before this present situation in our motors to save on gas.



Dorfman: Who initiated that?

Koshland: That came out of the top people in headquarters in China and Kunming.

Dorfman: Did you have some morale problems as well with your men.

Koshland: Not because of that, no. We had no difficulty because of living in an austere fashion. We didn't suffer a bit, not a bit. That means you didn't have some of the niceties, but after all, the Fourteenth Air Force was the only air force in China. We had no ground troops, no American ground troops at all. China was supposed to protect us, but that's another story. We'll come to that later on. They were supposed to protect us. Chennault was a very good leader and he was a good soldier.

Dorfman: How did you relate with General Chennault?

Koshland: Number one, when I came back from this mission in Italy, I was told to wind up my affairs. By that time, we had been forced out of all our bases in southeast China. This was in September and October and November of '44. I was told to wind up my affairs there. My group was stationed at Luliang.

Shortly after in February when I came back from Italy, I had to go into Chennault's office for a meeting of the awards committee, the decorations committee. I was on that committee. I was introduced to Chennault, and I should tell you that for years I'd been told I looked so young for my age. Chennault looked at me when I was introduced and said, "Were you in World War I?" I said, "Yes, sir." He said, "I thought so." [laughter] I was an old man! Mind you, I was fifty or fifty-one years of age and I was an old man compared with all the boy colonels in the combat air force units. The colonels were in their twenties. While I was in Italy my promotion came through to full colonel.

Dorfman: So that was your meeting with General Chennault.

Koshland: Yes, I got a great kick out of that!

#### The Chinese Army

Dorfman: I'm sure you did! You said that the Chinese were given the mission to protect our troops.



Koshland: Yes, we had no American troops there at all, and it was the duty of the Chinese to protect us, but they didn't. I found out very quickly that with all the warehouses we had, with all the materiel we were supposed to have, I had to have my men sleeping in all these buildings--to protect us against our protectors. A squad in the Chinese army would have sandals on. They had one rifle for eight or ten or twelve men and others carried sacks of rice. It wasn't an army at all. Naturally, they looked at us enviously for the shoes and everything else we had. So I don't blame them. They deserted right and left.

#### General and Madame Chiang Kai-shek

Koshland: There was no such thing as a real Chinese army. I would drive my jeep sometimes from one post to another, from an air base to another air base, and see some of these seventy-five guns at the entrance. They were nicely polished but were never used by the Chinese. They were waiting for the revolution that was going to come after we got through with the war. That was all prepared in advance. Chiang Kai-shek never fought, never fired a shot in defense of these air bases that we were at. Never a shot was fired. We were forced out of every one of our bases from Changsha, if you look at a map, right down the line, Changsha to Kweilin, one base after another, we evacuated as the Japanese were moving in.

Dorfman: This was something that was not widely publicized.

Koshland: Even Barbara Tuckman forgot! That's where she made a mistake in her book, talking about the valiant Chinese effort to defend these bases. They never made any effort whatsoever. They disappeared during the night. I did meet one or two American colonels who were assigned to the Chinese as advisors. I remember one of these colonels telling me he was in an area with this Chinese army where he was an advisor, and the morning he woke up, they had all disappeared. That happened to several of them. They just ran away. Chiang Kai-shek never fought at all. I shook his hand once when I was introduced to him.

Dorfman: Under what circumstances?

Koshland: Relationships had weakened in our feeling for the Chinese evidently all the way back to Washington. So Chennault had Chiang Kai-shek come down and visit in Kunming. I was one of the staff there and I was introduced to him as we went down the line, simply introduced to him. I heard Mei-ling speak once when she came to Kweilin. She was no rose, you know. Mei-ling was his wife and there was a story about her if you're interested.

Koshland: When Mei-ling came back to Washington--she had been living at the White House and Franklin Roosevelt couldn't get rid of her. He flew her back in an air force plane, or had her flown. When they got to Chungking, which was the capital during the war days, she told the American officer there--he was the pilot--to empty all the gas tanks and put them in the other gas tanks that the Chinese had there. The pilot refused to do it. She said, "The president said I could have it." But she didn't get it. You know the little curtains that you have on the side of an airplane. She wanted those curtains taken down, and she didn't get them. She was a greedy person.

Dorfman: Was this part of her character widely known?

Koshland: I don't think so. But I got that story from two or three officers, and one of them was actually there.

Dorfman: You met Chiang Kai-shek. In what year was that?

Koshland: That was in 1945.

#### Mission to Italy

Dorfman: You were going to tell me also about your mission to Italy.

Koshland: That was interesting. Washington sent out orders to Chennault. My commanding officer was Colonel Clarence P. Talbot. But he was also an officer of the Fourteenth Air Force. He was what they called A-4, services and supplies, part of the Fourteenth Air Force. Chennault got orders to send a rated officer and another officer who didn't have to be rated, representing the Air Service Command, to Italy to brief units schedules for redeployment to the China theater after Germany folded up. This was in December of '44. I was then stationed in Luliang just east because we had evacuated our bases. My outfit was in Luliang.

So I got a call to come back from Kunming. I was to be the representative of the Air Service Command to brief units in Italy scheduled for redeployment to the China theater when Germany folded up. My companion there was a brigadier general who had just gotten his star--that's a story, too; a no-good guy in my book. We spent a weekend in Kunming getting briefed [about] all the things we should say and what the conditions were. The brigadier general was my pilot. I couldn't complain about that. I had virtually a throne in the cabin all by myself. Our relationship was not a good one.

Koshland: Anyway, we were to report to the European headquarters at the European Theater of Operations (ETO) at Caserta. This, which was twenty-five miles out of Naples, was a tremendous place. The German headquarters had been there before we got in there. It was five stories high and a tremendous building.

General Alexander, I think, was there and an American general. I went to their briefing room, the way the thing was done. No show has ever been more formal than this. It might have been a lieutenant or a major or a colonel, it made no difference. There was a general sitting in one corner there, and the place was organized like a theater. They had models on the stage representing clouds--they had cotton--a man would come up and salute the general and say, "The situation on the West Front the last twenty-four hours, sir," and give a military description of what had happened during the past twenty-four hours. Another officer would come in: "The weather situation, the forecast for the next twenty-four hours in the western theater--" And he would give his report; very formal. It was quite a show, I would say. But they cooperated because they had the English, the French, and any other allies represented there in the joint briefing.

Then all but the few top men would leave the theater, and the few top men would sit and talk among themselves and make the decision of what to do in the next twenty-four hours.

Dorfman: What followed?

Koshland: Then after four days, I figured this top headquarters was no place for me. I was transferred--I got myself transferred--I was free on order from the European Theater of Operations to go anyplace to which I wanted to go. I was expected to go with the general, the no-good guy. Anyway, I left him and went on my own. I remember spending Christmas--New Year's Eve--with American air base men whom I knew, who had been at Albuquerque with me. One of the groups from Albuquerque was stationed at Bari. I flew across Italy. It was no trip at all. I left the general on my own and visited other bases. After a day or two, I got a radio message from him to join him at Manduria which is in the heel of the boot, the Italian boot.

Dorfman: Who sent this wire?

Koshland: I got this radio message from General Win Morse. One of his failings was his vanity, I guess. The commanding officer of this Manduria air base said to me--I was there in time for dinner at the top officer's mess--he said, "Who is this General Morse who is coming down here to join you?" I gave him the story about General Morse, who he was, head of the Chinese-American composite wing--the joint command of the American officers training Chinese pilots.

Koshland: The air force general in Manduria there was known as Speedy Rush. The commanding officer asked me who this general was who was coming in, so I told him. General Morse was late coming in. He didn't arrive when I had arrived, a little earlier. He came into the room in this mess hall. He went to the end of the table and I can still see him saying, "Hello, Speedy, how are you?" [laughs] Speedy didn't know him from Adam! He was putting on an act.

Then he asked me to ride with him in the staff car back to Bari and, of course, I had to say yes. Then I found out why he was so rude to me. Before landing at a base he would radio in that he was arriving, a V.I.P., and leave me standing out in the middle of the field there with my bag. He was very rude. You wouldn't do that to another soldier, and certainly not another officer.

I finally found out, I think, why he was treating me so rudely, because I thought I had played the game perfectly all right. Then he let out in conversation that he was so mad at the Air Service Command because he had to abort so many missions for lack of twenty-seven inch casings and other materiel the airplanes needed. He was perfectly right in his criticism there because we did fail, but that was the fault in India of the Twentieth Air Depot in Calcutta, because my record would show all the radio messages I was sending daily back to Kunming from Kweilin. "We're out of this, we're out of that, we're out of that"--everyday. We failed, but he was taking it out on me.

Dorfman: On you personally?

Koshland: Yes, because an officer and a gentleman doesn't do that to another officer and a presumed gentleman!

Dorfman: No, certainly not! So that was the explanation of your relationship with this brigadier general.

Koshland: Yes, well, I got away from him when there was an opportunity. When we were down in Manduria, he was called upon to talk about the situation in China and what the conditions are. I'm supposed to talk about the conditions for the Air Service Command--our living conditions, et cetera, et cetera. When we were in a joint meeting, he never called on me. After the meeting was over, he would say, "Koshland, I forgot to call on you." This happened twice. But they did often have them [the casings] because the inspector general from the Fourteenth Air Force, Colonel Claton Claason, a U.C. graduate and an air force career officer, went down there to see for himself.



Koshland: I remember so clearly, and I warned them at headquarters that he was going there to check on this himself. He got down there and this colonel who had been in Albuquerque, Nelson Hackett, said, "Go through the warehouse and take anything you want." They found the twenty-seven inch casings and other things that we had said we couldn't get.

Dorfman: What was the problem?

Koshland: Inefficiency, the plain inefficiency of the Twenty-eighth Air Depot in Calcutta. Many missions were aborted for lack of some instrument of some kind--tires.

Dorfman: Just inefficiency?

Koshland: That's all it was for the most part.

Dorfman: Then you remained in Italy on this mission for--

Koshland: I was gone six weeks.

VJ-Day, October 3, 1945

Dorfman: Where did you go from there?

Koshland: I was on this trip to Italy from about December 22 to February 8. That was when I became assistant chief of staff. I was stationed in Kunming then throughout VJ-Day, until October 3. After VJ-Day, I flew down with Colonel Talbot to Shanghai to the airport, because we were going to move our headquarters down there. It was after VJ-Day. So I flew down with him--two or three of us did on his staff--to look over the headquarters the Japanese had used and were still using, as a matter of fact. They had surrendered on August 14, but September 2, 1945 was officially designated as VJ-Day. We moved our headquarters--actually moved ourselves down permanently--on October 3. I can't think of the name of the airport now, but it's outside of Shanghai.

I was there from October 3, 1945 to November 26. The day after Thanksgiving I got permission from MacArthur's headquarters in Tokyo to stop off in Tokyo to see my son and son-in-law who were in the army there. My son-in-law had become my son-in-law while I was in China.

Dorfman: That was your first meeting?



- Koshland: I had met him once before while he was a classmate of my daughter in college. I really didn't know him.
- Dorfman: This was the husband of your daughter Peggy?
- Koshland: Yes, his name is Robert Arnold. He's a Cal graduate the same time as Peggy.
- Dorfman: So you met him for the first time as your son-in-law.
- Koshland: The first time as my son-in-law. My son, Bob, was there. He was there in the signal corps for the army--signal intelligence. So I stayed over there three days with the two of them and then flew home.
- Dorfman: That must have been a very happy meeting.
- Koshland: It was. I really wanted to kiss the ground when I landed at Hamilton Field here on December 1, 1945.

A Significant Introduction to Rabbi Alvin Fine

- Dorfman: You told me that you had read Architects of Reform by Fred Rosebaum\* and that you wish to make a correction.
- Koshland: At the bottom of page 147 it states, "They had met during the war in China where Robert Koshland had been an Air Force Colonel and Fine a chaplain, and upon Robert's request the rabbi had conducted the military funeral of the Koshland's cousin, Lloyd Ackerman, Jr." When I was advised of his death, I contacted Rabbi Fine. But Lloyd Ackerman, Jr. was not a blood relative at all.
- Dorfman: I see, but was the incident accurate?
- Koshland: The incident is correct. I got hold of him and we had the service there in Kunming. I knew nothing about it. I got a cablegram from my sister who was married to a Sloss to look into the matter of Lloyd Ackerman's death. I had lunch with him just four days before that. He was stationed in an outlying area of the Chinese S.O.S. [Service of Supply]. I had lunch with him. He was in fine shape except after you know that a man has done away with himself--you tried to find causes. He had a big responsibility giving money to this Chinese S.O.S to provide foods mainly. At luncheon with me he mentioned that he was worried and that he would take the blame for any shortages. The books were gone over and there was nothing wrong. Everything was in tip-top shape. It was very sad; a fine young man.

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\*(Berkeley, California: Judah L. Magnes Memorial Museum, 1980)

Dorfman: He must have been under extraordinary pressure.

Koshland: Well, he had that responsibility. People break under it often.

Dorfman: But it was your suggestion that eventually led to Rabbi Fine's being considered--

Koshland: This is what happened. The story in this book is practically just about correct. My brother was, I think, vice-president of Temple Emanu-El at the time and on the search committee for the successor to Rabbi Reichert. I had an office with my brother in San Francisco at the time. This was back in 1946 after I came back from China. Alvin was transferred from military service after the Armistice to United Nations Relief and Rehabilitation Administration in Shanghai. He was still over there, I think, at that time working for UNRRA. I said, "I'll give you a name to put in the hopper." I told him about Alvin Fine, whom I had known in China, and I knew what he did; a magnificent job. I said, "I don't know what kind of a rabbi he is but I know what his feeling is, his general philosophy. He did an outstanding job in China. I know he speaks well." I said, "Check on him." Harold Zellerbach went East at that time to interview a lot of people for the rabbinate here at Temple Emanu-El. He told me when he came back that the only person who had no counts against him was Alvin Fine. There were plenty of people who wanted the job, it was a prestigious job. And Alvin didn't want to come. He wouldn't apply.

Dorfman: Why not?

Koshland: Nelson Glueck, head of the Hebrew Union College, urged him to finally give in and come out here, and he did. He wanted to stay in a teaching role at the Hebrew Union College.

Dorfman: What particularly was so outstanding about Rabbi Fine's work in China?

Koshland: China is a very big country and when you look at the communication system, the railroad and road system, there just isn't any to speak of; practically none. He had all these outfits of the Fourteenth Air Force and others like mine spread out all over China, south of the Yangtze River. Alvin Fine, for the first year that I was there, this was 1944, covered the whole area. He got the Jews in every one of the units to conduct services. He gave them prayer books. The Protestants and the Catholics all had numerous chaplains as the population justified. So they had no difficulty in organizing because in every place I remember people had a chaplain. But the Jews had one chaplain covering the whole area.

Koshland: When I was at the going away party at Kunming in December of '44, I think it may have been then, before I went to Italy, they gave him a send-off, a dinner party. The Catholic and Protestant chaplains were there and they gave him a great send-off. That's when I first really appreciated all that he had done. The second day I was there they brought another man over from India, another chaplain, so there were two of them then.

Dorfman: That's very interesting. Who was the other man?

Koshland: I forget. There is a picture in there [Architects of Reform]. I don't know who it is.

#### Legion of Merit Award

Dorfman: You received several military decorations, did you not?

Koshland: I received one.

Dorfman: Please tell me about that one.

Koshland: Well, they had surplus property, no doubt.

Dorfman: Please tell me how you came to be decorated?

Koshland: Well, they had a certain number to give out, and they give them out on some basis or other. But I had nothing to do with it, I want you to know! It happened that my superior officer when I was down in Kweilin had recommended me several times. My job as assistant chief of staff in charge of personnel, all things related to personnel--behaviorism, you name it--all personnel matters came through me as an assistant chief of staff. Several times the man who had been my commanding officer, Colonel Richard Wise, who was a West Pointer, during the days in Kweilin, had recommended me both for promotion and for a decoration. I was brought in to the staff because the man who had preceded me was very inefficient. He was a playboy who was not what you would call a good soldier. His office was most inefficient--that's another story. They decided while I was over in Italy to change.

Dorfman: We were talking about the decoration that you received.

Koshland: Yes, I went on as assistant chief of staff. All officer promotion recommendations went through me--promotions as well as decorations. I had been recommended for a decoration. I just killed it and never let it go any further. I was brought in there to clean up that office. I was not there to give myself a decoration.



# HEADQUARTERS UNITED STATES FORCES CHINA, THAILAND

## GENERAL ORDERS)

NUMBER.....290)

Shanghai, China  
29 November 1945

- AWARD OF THE LEGION OF MERIT.....I  
AWARD OF THE LEGION OF MERIT (CAX LEAF CLUSTER).....II  
AWARD OF THE BRONZE STAR MEDAL.....III  
AWARD OF THE PURPLE HEART.....IV  
BRONZE CATCHER STAR - CHINA, OFFENSIVE CAMPAIGN.....V

I. AWARD OF THE LEGION OF MERIT: Under authority contained in paragraph 8, AR 600-45, the LEGION OF MERIT is awarded by the Commanding General, U.S. Forces, China Theater to the following named officers. The citations are as follows:

COLONEL JOHN F. FERGUSON 08 429 Infantry, Regular Army. For exceptionally meritorious conduct in the performance of outstanding services from 29 June 1945 to 10 October 1945.

COLONEL ROBERT J. KOSHLAND 0 124 830 Air Corps (then Lieutenant Colonel and Colonel) Army of the United States. For exceptionally meritorious conduct in the performance of outstanding services from 20 January 1944 to 20 February 1945.

CAPTAIN ALGER HARRIS 09 563 United States Marine Corps Reserve. For exceptionally meritorious conduct in the performance of outstanding services from 26 February 1945 to 4 October 1945.

II. AWARD OF THE LEGION OF MERIT (CAX LEAF CLUSTER): Under authority contained in paragraph 8, AR 600-45, the LEGION OF MERIT (CAX LEAF CLUSTER) is awarded by the Commanding General, U.S. Forces, China Theater to the following named officer. The citation is as follows:

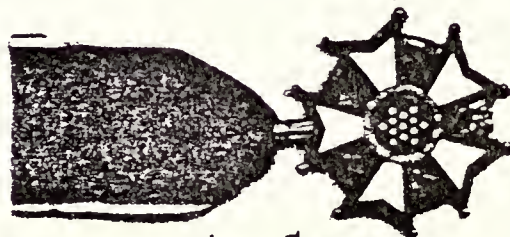
MAJOR JAMES G. L. KELLS 0 663 622 Air Corps, Officers Reserve Corps. For exceptionally meritorious conduct in the performance of outstanding services from 16 March 1945 to 31 October 1945.

III. AWARD OF THE BRONZE STAR MEDAL: Under authority contained in paragraph 8, AR 600-45 the BRONZE STAR MEDAL is awarded by the Commanding General, U.S. Forces, China Theater to the following named officers and enlisted men. The citations are as follows:

LIEUTENANT COLONEL FREDERICK C. WHITE 023 326 Infantry (then Major and Lieutenant Colonel) United States Army. For meritorious service during the period 7 May 1945 to 2 September 1945.

## CITATION

Colonel Robert J. Koshlund, O-124820, (then Lieutenant Colonel), Air Corps, Army of the United States, is awarded the Legion of Merit for exceptionally meritorious conduct in the performance of outstanding services from 20 January 1944 to 20 February 1945. As Commanding Officer of the 12th Service Group, Colonel Koshlund solved in a superior manner the difficult problems of supply, organization, housing, training, and maintenance in the Supply Center supporting the 14th Air Force in East China. He maintained and most efficiently distributed an increasing store of air Corps supplies and equipment throughout a long period of time, as cited, despite an inadequate flow of supplies over the Hump from India. He carried out a successful program for the conservation of material. He demonstrated unusual foresight and extraordinary attention to detail in determining methods to improve the effectiveness of the Service Center thereby permitting the 12th Service Group to contribute immeasurably to the notable aerial victories of the 14th Air Force. He made numerous tours to remote outlying air bases, inspecting organizations, shops, and factories charged with the manifold responsibilities of a Service Center supporting an Air Force. He instituted both basic military and on-the-job training courses. He personally made sure that proper procedures were fully carried out, and that proposed improvements were sufficiently tested. By his qualities as an officer, many intricate problems concerning Eastward tactical supply and eastward evacuation were solved simultaneously while American air bases in East China were being abandoned one after another in the face of advancing Japanese ground forces. This officer's soldierly dignity, consummate leadership, penetrating intelligence, and friendly, if disciplined, interest in the welfare of his officers and men were responsible for the high morale and superior efficiency of the 12th Service Group, to which numerous commendations from tactical organizations throughout the China Theater are a fitting testament. Colonel Koshlund's realistic comprehension of what supply meant to the 14th Air Force in its glorious struggle with the enemy against tremendous odds added the flying fibers of gallantry in China's darkest hour. His conduct reflects great credit upon himself and upon the Army Air Forces of the United States.



- Koshland: After I came home the decoration followed me! It was initiated by others--I don't know who did it. I can guess--[Colonel Richard Wise]. After I left the air force base six miles outside of Shanghai and came home, a month or so later, this officer was coming back from China and he came in and gave me this decoration. But it was all initiated after I left.
- Dorfman: That was the Legion of Merit?
- Koshland: That was the Legion of Merit, yes.
- Dorfman: You also were awarded, earlier, the Military Order of the World Wars.
- Koshland: That was a veterans' membership organization.
- Dorfman: That was not an award then?
- Koshland: No, that was formed right after World War I, and I was one of those who joined at the very beginning. I was living in Boston in those days and I joined it. It was simply a veterans' organization like the American Legion. It was exclusively for officers.
- Dorfman: Is that organization still in existence?
- Koshland: Yes, it is still in existence. I've not been active. When I first moved out here, I was asked to reorganize what they had here in the way of a chapter. I put in quite a bit of time reorganizing it and finally it died anyway. I'm a life member and I still get that stuff in the mail and I throw it away.
- Dorfman: How would you say that your years in the military have influenced you?
- Koshland: I think it had a great influence on my life. Number one, coming out of school I never could get up and make a speech or even a birthday speech. I was nervous. I didn't have much self-confidence.

After Officers Training School at Plattsburgh in August, 1917, I was sent to Camp Devens in command of a group that was coming in from the draft. I was in command of a company and I had very definite ideas based on my experience of what a commanding officer should do, what I expected of them and what they could expect of me. As I told you, I made up my mind I was going to get the whole company together and speak to them about this. I was as nervous as I could be. I knew I couldn't memorize a speech. I knew I couldn't memorize a speech. I knew I couldn't dwell at length on anything



Koshland: that I had prepared. So I took a calling card and simply wrote, one word--discipline, one word about morale, you name it--depending upon myself to simply get away with it, to talk for fifteen minutes.

Well, as I said, that was my first effort and I spoke actually for forty-five minutes. So that gave me self-confidence. It was one of the best things that I ever did.

##

Dorfman: You were saying that this gave you self-confidence, to have been able to speak in this way.

Koshland: It did. I think it served me well the rest of my life.

Dorfman: Were you affected or influenced in any other way by your service in the military?

Koshland: I tried to play the game as well as it could be played. The outfit I took overseas--this is World War II now-- Never did an outfit go overseas with as low morale as the Twelfth Air Service Group. I had been in command for just one month and had done a lot of things that they had not experienced before. It took a long time--it took the Japanese bombing to bring my outfit around to recognize that it was not playboy business, being in the army in wartime.

Dorfman: How did you feel about the treatment of the enlisted men--the draftees--the treatment that they were given by the service?

Koshland: They were well taken care of, well taken care of. As soon as anything was wrong, the judge advocate, and defense attorney, would enter the case. The officer I had was a major and I took him overseas as a first lieutenant, Bob Judd, who lives in Brooklyn, New York. I see him whenever I go to New York; a fine man. They had confidence in him--even men who got into trouble and [whom we] were thinking of court martialing, and sometimes we did court martial. But they would turn to Judd and say, "We don't hold it against you," when he was prosecuting attorney.

Dorfman: That was unusual.

Koshland: No, I would say the service would lean over backwards to protect a man if he was in trouble. He may have stolen or sold some cigarettes. You had your exceptions, of course, such as officers who didn't know how to handle men. Too many officers want to be good friends and be popular. That doesn't go. Discipline doesn't permit that sort of thing, at least in the ground forces. In the air force it's a different story.

Dorfman: You felt that it was not as much as a problem in the air force?

Koshland: The air force, with its superiority complex, was used to having a pilot in a fighter plane, one man in a plane, while in a bomber there would be seven or eight men. They had to be intimate comrades. They didn't recognize the needs of the infantry men on the ground for discipline. So therefore, I stuck to my guns, what I learned in the infantry, and was heartily disliked for it. I always felt that it took the bombing by the Japanese to help me get the respect and the loyalty of my men.

#### Recognition of Excellence in Kweilin, China

Dorfman: Because they recognized the threat?

Koshland: Then. Whenever there was a Japanese bombing, I had a place that is in Kweilin, all these limestone hills around there with caves in them. Right above my headquarters building, there was a big cave that would hold three hundred people. I had a telephone system in there. John Dell, who was my signal officer, lives here right in this area. He had a signal tie-in by telephone with each company squadron--seven or eight of them--had a cave to report at a certain cave, whenever there was a bombing.

(The inspector general came from India, inspecting all organizations in Kweilin. I remember his name was Charles Kennedy.) This inspector general came over and inspected all of the outfits on the base. Late one night we were having a bombing. It was the last week before we evacuated from Kweilin. We yielded it to the enemy. He said, "Colonel Koshland, I want to tell you something. I've inspected every one of your outfits"--he used the word wonderful--"splendid organization; the best I've seen." I said, "May I tell that to my men?" He said, "Yes." So I posted a notice. It was sent around to all the units, what he had said about the Twelfth ASG. I think that, plus the fact that as the Japanese came nearer and nearer with the bombing, gave the men a little more motivation, more of a desire to perform.

That finally I wasn't as bad a bloke as they thought!  
[laughter]

Dorfman: I understand from all reports you were held in very high esteem by your men.

## Reunion of Fourteenth Air Force, Reno, Nevada, 1980

Koshland: I don't know about that. Oh, I've kept in touch with a great many. Here are several folders of correspondence [indicates folders in desk drawer]. Every Christmastime I send a card to many of them. But they've died some of them or transferred and I've lost track of them. But I try to keep it up-to-date. As a matter of fact, this year in August I went to a reunion in the Fourteenth Air Force Association in Reno. About twenty or twenty-five of my men, enlisted men and officers, were there. It was a very pleasant reunion.

Dorfman: I'm sure it was.

Koshland: And my wife was there and can testify that no one shot me in the back! [laughter]

Dorfman: I'm sure you didn't need protection! How did you look upon the treatment of non-whites in the service in World War II?

General Chiang Kai-shek's Fear of Miscegenation

Koshland: So far as the general situation was concerned, I can't speak from experience. I can say what my experience was. Two of my quartermaster truck companies were kept in India. They didn't come into China because Chiang Kai-shek was afraid of miscegenation. So there were no Negro troops in the air force in China during World War II. At the tail end after the armistice, I think they let some in after I left. But up to that time, Chiang Kai-shek had not permitted any black men to come in. So it was Chiang Kai-shek. These two quartermaster truck companies were kept in India, but they had white officers as well as black officers.

Dorfman: Were there any Asian men in your command?

Koshland: No.

Dorfman: Can you tell me what problems--

Koshland: Pardon me, before you go any further. I've got to retract. One of my lieutenants who was an engineer was a Chinese-American.

Dorfman: What was the treatment given him?

Koshland: He was in charge of rescue missions. Whenever a plane went down, crashed someplace, he was sent out with his team to do the rescue job. He had real responsibility. I lost track of him after the war. He registered in the first place from San Francisco. But a Christmas card did come back saying "unknown."

Dorfman: But there was no attempt to segregate him.

Koshland: Oh, no.

### Current Concerns on National Defense

Dorfman: What problems and concerns related to national defense interest you now?

Koshland: Well, at the moment, with a change of administration, I have to have an opinion. I think that Reagan is taking a gambler's chance in putting up a tough front and General Haig likewise. I think they're going to take us to the brink, but we won't go to war. It may be good. I have great respect for Haig even though normally a civilian is in charge of the department of defense and also the state department. But here is a man who I think may prove to be an outstanding man. I'm open-minded.

I have no great faith in Reagan at all. I don't think he has sufficient knowledge of what he's talking about. But this fellow Haig being put in that job may be a very, very good thing. I do know this, that our military services are not up to the standards where they should be. We can't afford a long war at this time. A short war we might be able to afford. We haven't got the personnel, the trained personnel, or the access to trained personnel. But these people, these young men, say, "I won't fight, I won't go." Some of them say, "If it's a valid war I'll go after I've checked it over myself." But you can't. It takes six months minimum to make a soldier. We've been saved by the Western European powers in two wars before we got into it.

Dorfman: How would you feel then about strengthening our armed forces?

Koshland: The defense program? Definitely we need it. But that relates to personnel as well as materiel. I could argue about the B-52s and what particular instruments we need more, but I'm not an expert in that field. But I think we need trained personnel. It comes down to it at the end. You can do all the shooting from the air that you want to, but you've got to occupy the ground eventually to win.

Dorfman: That's very interesting.



Dorfman: Pete McCloskey, our congressman from our area, has said this very plainly. He spoke at the Commonwealth Club over a year ago. He was talking about the fact that we haven't got the trained personnel that we need in the service. With the sophisticated equipment that we have, the higher I.Q. of the average enlisted man is necessary. Some of these men currently are not equipped mentally to do what needs to be done with sophisticated equipment. Furthermore, you haven't got enough soldiers, in my humble opinion, to do the job that has to be done. It is unfortunate that you have to have a show of strength to get anyplace with the Soviet Union, but unfortunately we have to. So therefore, I would say we are either going to war or we're going to have peace. [laughs] But I think that Reagan is going to take us to the brink. Maybe he is going to get the Soviets to back down. He may; I don't know.

Dorfman: So you agree with Pete McCoskey then?

Koshland: Yes, very definitely.

Dorfman: Were you a supporter of Pete McCloskey?

Koshland: Yes, I always have been since he first ran. He first ran against my friend, Shirley.

Dorfman: You are a friend of the Blacks?

Koshland: Well--I know Charlie, too. I think we could say we're friends. I had them at the house for dinner when she [Shirley Temple Black] was first considering running for Congress. That was about 1967 or '66 or thereabouts, I think. She was sitting next to me at my own dinner table at home. Arthur Younger was the congressman and he was going to retire. She said to me, "Congressman Younger spoke to me and suggested I run to take his place." He was not well. He was going to retire. I already was committed to Pete McCloskey. So I said, "Shirley, this isn't for you." I meant it and I was right.

Dorfman: Why?

Koshland: At that point, she didn't know enough. She's a hard worker. She's an industrious worker. I've worked with her in health service planning. She's a dedicated person, a splendid person. But she wasn't ready for a congressman's job. She was listening to the ultra-conservative element in the Republican party making wild statements about the communism in Washington and all that sort of stuff. Then she goes and takes a job and she found out after she went to Ghana. She's learned and is waiting for a good job now from Reagan.



Koshland: A very interesting thing happened about eight or nine months ago. You know Martin Paley and his former assistant, Morton Raphael. They were executive director and, Morton Raphael, associate executive director of our Bay Area Health Facilities Planning Association taking in the nine counties of the Bay Area, to bring order out of chaos in the building of hospitals. Those two men, eight or nine months ago, invited all formal board members of that organization to lunch. They took us to the Bank of America Building for a delightful lunch with cocktails. They were the hosts. Shirley came. When we were sitting down at the table, we went around and everyone had to tell what he had been doing ever since they were on the board. Shirley told what she had been doing and said, "But presently unemployed." That was eight or nine months ago. But she is chairman or chief of protocol at the White House, as you know. She has a good deal of experience. I'd vote for her for almost anything now, but I think my advice to her at that time was right.

Dorfman: You feel she's more seasoned now?

Koshland: She's ready--a good person.

Dorfman: Shall we stop here for today?

Koshland: It's up to you.

[Interview 5: February 13, 1981]##

Dorfman: Before we go on to your philanthropic, civic, and community work, I have a few additional questions from last time. First, with regard to Stone and Youngberg, in view of your experience as an investor, what criteria would you say would be most important in considering investments?

Koshland: Integrity of management and reasonably long experience in investment so that you learn some of the pitfalls, and finally, you eliminate people and organizations that don't measure up. I talk as if I'm a student of this. I'm not a student; I'm just an average person. But you learn over the course of years that some people are more reliable than others and some people are out for the fast buck.

Dorfman: What aids did you consider in selecting your investments?

Koshland: After all, I've done business with several brokerage houses. Even before I became a limited partner in Stone and Youngberg, on occasion I would do business with others. Friendships sort of developed--you know someone and someone introduces someone--and in the course of time, you develop your own opinion about the integrity, experience, and efficiency of organizations, whether it's in the profit-making field or the nonprofit-making field.

- Dorfman: What would you say had been the greatest impediment or the greatest threat to you as an investor?
- Koshland: After 1930, when we moved out here from Boston, my situation was not as good as it had been because of our losses in our business. My investments, which I thought were good, turned out not to be good, due primarily to the situation of the Depression that came in 1932. But I learned then that all that glitters is not gold. So therefore, the stock purchases I made (we took money out of our business as we sold our inventory, and we made a partial distribution from time to time) on investments that seemed to be good investments--well-known organizations--that went way down. So my situation was quite different from what I thought it was two years earlier.
- Dorfman: That was too bad.
- Koshland: Well, you go with the times. But I learned a lesson there.
- Dorfman: What counsel would you be willing to give based on your experience?
- Koshland: Very little! You find that where you have fairly firm convictions on occasion, your hopes are dashed. You find out you didn't do so well.
- Dorfman: What general advice [would you give]?
- Koshland: Don't put all your eggs in one basket.
- Dorfman: To diversify?
- Koshland: Absolutely. As I said before, that which you consider A-1 today may not be A-1 tomorrow. So you have to diversify to try to protect yourself against the future, whatever may come along.
- Dorfman: You mentioned that about the time that you left Boston, you were experiencing financial problems with your holdings.
- Koshland: That's right. I had a severe decrease.
- Dorfman: That is my next question. How did the Depression affect you financially?
- Koshland: When the Depression came along--you have to tie that in with the closing of our business. As I said before, as cash became available for distribution I would invest it, and did not invest wisely. I invested in what were considered perfectly good stocks, like railroad stocks, but they didn't turn out to be so good.

Dorfman: Were you otherwise affected by the Depression?

Koshland: No, not that I know of.

Few Women in China

Dorfman: I have a few other questions about World War II. They relate to the fact that women were recruited during World War II and served in the armed forces. What was the experience with women in service as you knew it?

Koshland: I saw very little of it. I don't know how active they were domestically before I went overseas. I had no contact with them when I served Louisiana, Barksdale Field, and also in Albuquerque. Overseas and in China, [it was] the last priority in our whole military set-up.

No, women of the Women's Army Corps didn't come into China at all, except very, very few, probably management in the higher brackets. There were a few in the Red Cross when they finally opened the Red Cross place down in Kweilin. But as a group in numbers, I never saw women in the army. It just happened because of the fact I was in a wayward place in China.

Dorfman: Why "properly so" when you say they were not permitted to come in in large numbers?

Koshland: I don't know if I used that word advisedly. It changed after that. But remember, they went there because they were greatly in demand by the G.I.'s. They were a favored group of people and I'm not sure that--from one point of view, you can say it was good for morale. From another point of view you can say it was a little costly.

Dorfman: It might have been in terms of being a problem?

Koshland: If you have an average army post in the United States, let alone overseas, you have so many men, very few women. They can become a handicap. They can become that, but as far as they were concerned I have no reason for believing that they didn't serve well.

Dorfman: Are you saying then that their presence could have become a handicap?

Koshland: Too many G.I.'s for one woman. Morally it was very difficult.

- Dorfman: There was one group of women known as WASPs, the Women's Air Service Pilots. They ferried planes from factories to the air bases and sometimes directly to overseas theaters.
- Koshland: I had a cousin who was one of them.
- Dorfman: What was her name?
- Koshland: Her name was Ruth Koshland Hellman. She was married to Micky Hellman. Her husband was in the air force and she was a ferry pilot. She died about five years ago.
- Dorfman: Was she a former resident of the San Francisco-Bay Area?
- Koshland: Yes, she was the daughter of my Uncle Jesse Koshland and his wife, Edith Koshland, a wonderful girl.
- Dorfman: Those women are reported to have done a heroic job.
- Koshland: She was all over in the domestic field, transferring, as you say, planes from one base to another or factory to a base. She was in there, I imagine, two or three years at least.
- Dorfman: What was the experience in China with these women?
- Koshland: I had none, except when toward the end there they opened a Red Cross place in Kweilin, in town there, for the G.I.'s. There were a few women involved there. There were no women on our base in Kweilin, the big Yangton Field. So I've had no experience except in the transport going west to India from Wilmington, California. We left on November 10, 1943, and landed in Bombay, December 26, 1943. There was one company of WAACS and sixty Red Cross women going over there to India and a few into China. But the company of WAACS was in India, never came into China. The sixty Red Cross girls, well, two or three of them, I'd guess, came into China. So I had no experience with them really.
- Dorfman: Were the Women's Air Service Pilots--
- Koshland: None of them were there.
- Dorfman: Women did not come into China and were not involved with Chennault's command at all.
- Koshland: One exception comes to mind. The general had a female secretary. I believe she was a civilian.
- Dorfman: Would you say that the few women that you came into contact with were treated with the same degree of respect as male soldiers and officers?

Koshland: Oh, yes. I think so, yes.

Dorfman: So far as rank and status as well?

More on General Chiang Kai-shek

Koshland: I think so. If I may break in here, when it comes to bias--did I mention that Chiang Kai-shek would not permit any black soldiers to come into China. He was afraid of miscegenation.

Dorfman: Yes, you did. Why do you think he held that attitude?

Koshland: Well, it was a worldwide attitude, a white person and color, especially black unfortunately. Wherever you have troops, you have mingling with the local population and that affects the morals in the area. The average G.I., when he was paid in American cash in China, he had so much money, he could buy whatever he wanted to buy including women. It was very general throughout, even in the European theater. I understand there was the same situation there.

Dorfman: That was the rule of the day?

Koshland: Sure. They had come to these poverty ridden countries like India and China, there was nothing but poverty, just a few bankers and very few people had wealth. It was a very tough situation. A G.I. comes along with money to spend. He gets room and board and activity free. He has money in his pocket and they could buy women. I remember in Kweilin, in one of my squadrons, the captain or the major or whoever was in command told me that Chinese men came along with daughters in hand and were willing to sell their daughters for \$200--two hundred dollars American translated into Chinese wan represents a good deal of money.

Dorfman: Did Chiang Kai-Shek express feelings about other groups; for example, for women?

Koshland: I can't answer. In the first place, I met him once, as I told you, to shake his hand. I don't know of any other situation.

Dorfman: But you did learn of his fear of having blacks in the country.

Koshland: Oh, yes, because I had two quartermaster truck companies that were entirely black, except for a few officers, and they were not permitted to come into China at all. So that affected my group very much.



Dorfman: How did you receive orders that forbade them to come into China?

Koshland: Well, it was the other way around. When I got into India and got orders to come to China, the orders were specifically for certain companies and certain squadrons by number. So the others were left out. They were assigned these two quartermaster truck companies that were going to India in the Chabua area and the Upper Brahmaputra Valley. I forget where the other one was.

Dorfman: But you feel that that was a deliberate assignment?

Koshland: Oh, I know it, yes.

IX DECADES OF PLANNING LEADERSHIP IN HEALTH, HOSPITAL AND  
SOCIAL WELFARE

Dorfman: I would like to go on to your many years of donated time and participation. What led you to give so much of your time and attention to philanthropic, to civic and to community leadership since 1919.

Family Tradition and Expectation

Koshland: I think, as I probably have mentioned in the past to you, that by example, especially in the case of my mother who was active in various philanthropic affairs--I'm trying to find the right word--I accepted, it was a normal expectation to get involved when I got into business. I saw myself getting along in business, if I worked hard enough, and having time to devote to the community. But I think it was my mother's example, and my brother and sister, I think, would probably say the same thing. So when I landed in Boston, I was sent up to Lawrence to work in the scouring plant there, as I've told you. I lived in the YMCA there in Lawrence and I taught English to Italians who couldn't speak English. I had my first offensive into the welfare field.

Then when I got to Boston, someone tackled me for a neighborhood house--a club. His name was Alan Morse. He just died two months ago; a lovely man. He became president of a bank and a splendid citizen.

Dorfman: Was there anyone who drew you in in the beginning to these activities?

Koshland: Oh, yes, I was a young person, single, just out of college. Someone got me into something.

Dorfman: Maybe we can talk about those as you speak about the individual activities.

Koshland: I will have to look at the profile and see what year I did [it]. I remember one amusing thing.

Dorfman: What was that?

Koshland: This was after World War I. A fellow colleague of mine, Bill Homans of the old Homans family in Boston, he was in Camp Devens with the same outfit as I was in. He was very active. It was called the Advisory Committee of the Harvard Cancer Commission. It was a fancy name for a committee to raise money for the Carl B. Huntington Hospital there in Boston.

After I left that three days later, I got a letter. This is not verbatim, but in effect the letter said, "By virtue of a resolution passed by the board of trustees of Harvard University in 1622, we hereby express our gratitude, et cetera, et cetera." It was a three hundred year old resolution they passed in Harvard to thank me for my services. [laughter] I got a great kick out of that!

Dorfman: I'm sure you did! Do you think that Frances Stern influenced your deep interest in social welfare?

Koshland: Very much so.

Dorfman: How was that?

Koshland: There were maybe ten or twelve of us in the same age group. We were all busy. One or two were lawyers and businessmen. Someone got us together with Frances Stern some way or other. Who it was I don't remember. We may have had contact with her directly. She was a devoted person and she was one of the first persons to bring nutrition studies into the hospital. She was very active in that. She went around the country. She was fairly well known nationally for this particular interest in nutrition studies and so on.

The interesting thing about that is that every Friday evening we would meet in her home and discuss affairs of state, settle the affairs of state. Some were married. Well, I was married. I was married in 1920. Anyway, our wives all thought she was trying to dominate us to the detriment of our wives' interest. So none of the wives liked her. She was a darling, a wonderful woman. To this day, my wife says "she tried to dominate you."

Dorfman: Do you think possibly it was the times?

Koshland: We are all reasonably young. But that was the reaction of all the wives, not just one.

Dorfman: From 1919 to 1920, you were active in boy scouting. You were a scout master and assistant deputy commissioner in Boston.

Koshland: Yes, until I got married.

Dorfman: How did you become involved in scouting?

#### Boy Scout Leadership, 1919-1920

Koshland: I came out of the army and somebody from the Boy Scout Council was told that I had done a reasonable job in the army. I felt I had the time and the inclination to give something to the community through the Boy Scouts. The funny part of it was, I was invited to a meeting of the board of directors of the Boy Scout Council of Boston, the home of one of the old Brahmins on Beacon Hill. It was a nice coffee klatch. The paid executive came in there and he painted a rosy picture of what was happening, the strong organizations and the weak organizations. But the board members had never been in the field themselves. They didn't know what it was all about. I said, maybe to the man who got me into this--"This is not for me. I want to be out in the field with the boy scouts, not on a council." So I resigned after the very first meeting I was there.

Then I got active in the field. They gave me a Boy Scout troop down in the Italian section of town to organize. They were the most undisciplined group of youngsters. They paid no attention to you. I took them on outings outdoors on the weekend, out to some playground or some place in the woods, like a hike. They had no discipline whatsoever in their homes. They paid no attention. It was very interesting.

Dorfman: And challenging.

Koshland: Very challenging, but when I got married I dropped out of that.

#### Associated Jewish Philanthropies, Boston, Massachusetts, 1922-1930

Dorfman: Then from 1922 to 1930, you were a director on the board of the Associated Jewish Philanthropies--

Koshland: They changed the word "federation." The title to it is Associated Jewish Philanthropies, the equivalent of the federation.

Dorfman: How did you become involved in that organization?

Koshland: I had been active in fund raising. That started in 1916. The overseas JDC [Joint Distribution Committee] program was out for what they thought was a lot of money in 1916. I was very active in that in the fund raising program of the federation. Before that I got involved in committee work of one kind or another and got on the board. That was interesting. It was known as the Orphan Asylum, again an institution. There was conflict, a real hostility between the board of directors and the women's auxiliary. I was asked to sit on that board and I was really a judge ready to placate the women who were a militant group. They were all for the good, but they wanted to run the show and the board of directors was a bunch of old fuddy-duddies in their minds. It was very interesting. But I was to go on the board simply to bring the two of them together if possible.

About 1929 we had a study made because Maurice Hexter was leaving Boston as executive director of our federation. The new man, Ben Selekman, came in and took over and he asked that a survey be made, a study made, of all the institutions that were members of or the constituents of the federation. He was very smart in doing that. Fortunately, one of us, Maurice Hexter, was a trained social worker and one of my closest friends to this day. He became so good at fund raising--organizing and fund raising--that he didn't stick to the social work aspects of his job and that was very unfortunate. But he did a magnificent job.

Then, of course, he went from Boston over to Palestine representing Felix Warburg for the Joint Distribution Committee. It was called Joint Distribution Committee or Jewish Agency for Palestine. It was prior to the time of the UJA [United Jewish Appeal].

Dorfman: Do you remember who else served on that board of the Associated Jewish Philanthropies with you?

Koshland: The outstanding people were Louis Kirstein, who was the top man in Filene's store; a wonderful man. Cap [Abraham C.] Rachesky was his enemy. It was the other way around. Cap Rachesky was a banker, a good man but he was rather vain, and he considered Lou Kirstein an upstart. So we had two factions there for awhile.

There was another community fight there such as you have in other communities. The Beth Israel Hospital was a very small hospital out in some--not the fine residential area--and they wanted to build a real hospital. It was "south of the slot." The federation at that time was managed by the German Jews, and there was that conflict between the two [groups]. The German



Koshland: Jews were against the expansion of this hospital which did not belong to the federation. Then it would come in and we all thought it would wreck the federation which had been the experience all over the country. Hospitals with their increasing deficits, tended to make it difficult for the other social welfare agencies and services to continue. So finally, Hexter talked me into going along with it, and I did go along with the program. At the final victory dinner, I remember there were eleven hundred people there, and it was something like \$270 a plate which was unknown in those days. That was tremendous, the regular practice here almost daily nowadays. [laughs]

At this victory dinner, Cap Rachesky, who was a president of a bank, said, "Now in honor of one of the finest brothers who ever lived"--I forget the exact working--"I will donate \$200,000." His brother was Israel Rachesky who never did a goddamn thing in the community at all. There's nothing bad about him, nothing good! That pledge never was paid. He had a row with the federation or the hospital people and it never was paid.

Dorfman: That was too bad. That must have caused many ill-feelings.

Koshland: Sure, it did.

San Mateo County Unemployment Relief Administration Chairman,  
1932-1934

Dorfman: From 1932 to 1934 you became chairman of the San Mateo County Unemployment Relief Administration.

Koshland: That is correct.

Dorfman: How did you happen to become involved with that organization?

Koshland: Late in '31, for some reason or another, I got involved in the relief organization here in San Francisco.

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Koshland: The investigating part, the social work part, was by this woman who was a very fine person as executive of the Family Service Agency at Eddy and Gough. That building is still there. I think of this everytime I go by to go to the freeway. It's just a block away from the entrance to the freeway. I was there from October until February 1 of 1932. I was assigning men to unemployment relief programs, work relief programs throughout the city. The

Koshland: investigation to determine the qualifications of people was not mine. But these men would come in--a terribly sad thing--these big, husky men would come in and say, "I never expected to receive charity." Some of them broke down in tears.

Then my friend, Fran [Frances] Lilienthal, in San Mateo knew what I was doing. She was active with women in the Red Cross group in San Mateo. They had a man, a retired navy captain, Ed Macauley, who was going to head a voluntary organization to meet the unemployment situation. So they told him about me and introduced me to him. He asked me to join him which I did. We developed a pretty fair organization, I believe, all volunteers except for one man at headquarters who was my assistant, as I recall. That was 1932.

We did pretty well because Eddy Macauley was then called up to run the state show later that year, and I became the chairman. He was a typical old navy salt. He was quite a character. He was a good man, and he had the name as the head of it. I say immodestly I did the work. He had an idea he was going to run relief stations and hand out money to people. We never handed out a nickel to anybody. Well, that may be an exaggeration.

But it was entirely a work relief program. I talked him into it. I had no difficulty. He said, "Go ahead." I organized everyone of the seventeen communities in San Mateo County to get a local committee organized and we did give some funds. [There were] no public funds at that time. But then we got the board of supervisors to get the people to vote \$350,000, which was a lot of money in those days for a suburban area. In San Mateo County, the people voted for it. So we had \$350,000 to use for work relief programs and we gave out relief based upon a man's family and his needs.

Dorfman: Did the men do work in exchange for payment?

Koshland: It was all a work relief program. One of our committee members, George Davis, was the head of the San Francisco Water Department properties in San Mateo County. He knew every blade of grass in the county. He was chairman of our project committee. So whenever we wanted to do something in a certain area, we would try to get work relief projects near enough to be handy to people because, after all, they had very few automobiles. It was a terrible situation. We wouldn't have any work projects that were the responsibility of the board through their budgeting activities. So these were new found projects that were needed, desired, but not included in the county budget.

Koshland: We sent men out to all these projects. We built fire trails throughout San Mateo County, storm sewers--many projects like that. He was chairman of that group. He did a splendid job.

Dorfman: So there was a great deal being done for the community, for the county, as well as assistance--

Koshland: Yes, the county got the benefit of it. Those fire trails are still in existence--not that they haven't been taken care of. There are remnants of some of the work that was done there. We were in far better fashion than San Francisco's relief organization because San Mateo County had 440 square miles of suburban rural areas and forests and so on where you could have work relief programs. San Francisco is 47 square miles and you have the same size of population virtually, and San Francisco couldn't find enough work relief projects. They'd have men in a vacant lot digging and passing a pick ax and shovels and whatnot from one to another. They had three or four or five men doing one man's job. They didn't have the opportunity for projects that we had in San Mateo, so I think we were in a position to do something more for the community and get some benefit out of it and the men got the benefit out of it. The man would get paid based upon the size of his family and his needs.

#### Issues

Dorfman: What were the issues within the administration, the county relief administration?

Koshland: I developed this whole program of volunteers throughout and finally the regional head for the federal government came to me one day and said, "The unemployment situation is becoming chronic and you've got to get some professionals in here." I said, "Okay," and I did that.

The next thing I knew I was asked to come to a board of supervisors meeting. A woman, Mona Christensen, she was grand. She was a fighter, a militant fighter, but she was on her own fighting for the men in her area in East Menlo Park and that area. So she complained. The board asked me to sit down with them and explain. I remember one man saying, "Mr. Koshland wants to put these good people out of work and bring in professionals and so on." I said, "Mr. Chairman"--because I remember this very clearly--"I didn't say I was going to put local people out of work. I will go so far as necessary to get good professionals to do what has to be done." I remember that so clearly. Interesting times.

Koshland: Our board of supervisors at that time was a very weak bunch, very weak.

Dorfman: Who was on the board at that time?

Koshland: They're all dead now. I couldn't tell you. I remember Johnny Poole from the Redwood City area. He was the one who came to me and said, "Mrs. Christensen and a group are coming to complain about what you are doing. I'm going to make a speech and talk and sympathize with them. Pay no attention to what I say." He knew what I was doing was the right thing, but he was a weak sister himself. I remember him.

There was another supervisor from the Daly City area. He was talking with me about something one day. I said, "Just remember, these are private organizations." It was not a public organization that we developed. So later on somebody came up at an open board meeting. He threw some project at me, whatever it was. He said, "Remember, Koshland, your private organization is your problem." You meet all kinds.

Dorfman: Were there other issues or other conflicts within that organization that you can recall?

Koshland: We had one very serious one. The NIRA [National Industrial Recovery Act] came along with a National Relief Administration with Hugh Johnson the head of it. We were carrying on our program. We had our card index of all our people. We had a complaint from a carpenter that he was not being put on--that the head of the carpenter's union wouldn't put him on jobs because he wasn't a member of the union.

I conducted a series of meetings in my own home with my board present, my unemployment relief administration. We went over this thing thoroughly. It was almost like appearing before a court. We ended up with a decision that Joe [Joseph] Cambiano, who was the head of the carpenter's union, had changed some of the cards as to qualifications. He was a member of my board of directors of this group, and he had done things which, according to our findings, were contrary to what was appropriate and proper.

I remember it very well. The meeting ended at say five o'clock in the afternoon at my house and along comes a man, as I open the door, with a subpoena for me to appear before the United States attorney here because of the complaints of this unemployed carpenter that he had not been given work. Our investigation had just arrived at a decision that we had erred, that the complaint was justified.



Koshland: So we found fault with a member of our own board very definitely. The next morning I went into the United States attorney's office in San Francisco, and he showed me what the complaint was and I said, "Here are my notes from what happened yesterday afternoon." We found fault with our own organization. Nothing ever happened. I could imagine headlines about this. Fortunately, nothing happened. I'll never forget that experience.

The sad part of this was two years later I think the San Francisco Chronicle special writer heard about the situation in San Mateo County, what an official had done, a labor official, and so on. He didn't mention names, but the whole article was a sensational article about corruption and unemployment relief in San Mateo County. Two years later [he] never had the honesty to say that this had been taken care of. We had taken immediate action two years previously to correct it, and he never said that in the article.

Dorfman: And it took courage to make that correction.

Koshland: But he never did. I saw Cambriano about ten years ago at a funeral and we shook hands like good old friends.

Dorfman: Then in 1933 you became junior vice commander in chief of the Military Order of the World War. What was that organization?

Koshland: An officer's organization. I had been somewhat active in the earliest days after World War I. Veterans got together for no good reason [laughs] for reunions. Then I came out here in 1930. They had a chapter here. It was falling apart and I worked my head off for quite a few months to try to pull it together again and did not succeed. Now it's a going concern, but I failed.

Dorfman: But the organization continued.

Koshland: Many, many years later though. I had dropped out. They had no cause for being really, in my opinion. But sometime during a period there I was given that title. I never attended a meeting.

Dorfman: Who was in that organization with you? Do you recall?

Koshland: When I was active--so-called active--on the national level, there was a man, a lovely man. He was one of the top men for one of the big packers in Chicago--Colonel Wentworth. He is the only one I can remember off hand. I did meet him on occasion. [It's for] reunions, although they do have a central office in Washington, D.C. to try to influence legislation having to do with the military services. They do some good, there is no doubt about that.

Dorfman: That is the avowed purpose?



Koshland: That is the avowed purpose, an organization to be of assistance to the military and at the same time to have reunions and pleasant get-togethers. I get notices all the time. A man telephoned me the other day. I never go to a meeting. I'm a life member, but I have never gone to a meeting for twenty-five years, at least! [He said], "Won't you come to a meeting?" I said, "I'm too busy." [laughter]

#### California Council for Social Work

Dorfman: From 1933 to 1939 you were a member of the board of directors of the California Council for Social Work.

Koshland: They were known then as the California Council of Social Work. Then they changed the last name to social welfare. That is an organization that did some good work. It had some good people. Hattie Sloss was very active in getting people to give money to it. But the professional workers themselves did not bring in the lay people as they should have, in my opinion. It didn't develop as it should have. It finally went out of existence about ten years ago I'd say.

Dorfman: This was a private organization?

Koshland: It was like any of our nonprofit organizations, yes.

Dorfman: What was the purpose of this organization?

Koshland: It was to get together and improve the lot of people, the techniques and so on. They failed to bring in the lay people as they should have. It was run almost entirely by the professionals. They failed in their main purpose in bringing in the lay people. They should have been brought into the picture to mix with the professionals and learn.

#### Federation of Jewish Charities, 1938-1940, President

Dorfman: In 1938 until 1940 you were president of the Federation of Jewish Charities in San Francisco. What can you tell me about that organization?

Koshland: It was a very small, simple organization. Hyman Kaplan was executive director of both the Family Service Agency and the federation, a dual title, a much simpler organization than exists

Koshland: today. At that time we were about six constituent agencies and it was all local. Now, later on about 1955 or thereabouts, the federation and the welfare fund combined and formed the Jewish Welfare Federation of San Francisco, San Mateo and Marin counties.

Dorfman: What were your duties in this organization as president?

Koshland: I worked very closely with Hyman Kaplan, the executive. He was a brilliant man. Unfortunately, he had a terrible case of arthritis which handicapped him in carrying out his duties. But he was a brilliant man. He understood social planning and he and I worked together very well, I believe. I learned a great deal and tried to carry out what I learned in the organization. But at that time, and it may exist to some extent now (I don't know), your local professional of an agency didn't want to submit to any domination from the central agency. There is always a certain amount of fear there, unfortunately.

When Walter Heller was president of the Jewish Welfare Fund, he tried to get a meeting of all the agency heads and the professionals didn't come to it.

Dorfman: Do you remember what year that was?

Koshland: No.

#### Issues

Dorfman: So the issue then was local control.

Koshland: The federation had no authority in the first place. It's a confederation. But you want people in spirit to be working together because what you need is good planning for the whole community. Family service has to get along with the health people and related agencies, and then bring community centers into the picture taking care of well people. I've been a sworn advocate of social planning, both in the health field and the hospital field, as well as in the welfare field. But unfortunately, there is good and there is bad that comes out of this organization. Each agency develops a spirit, a fraternity, and gets the strong parochial backing of its board of directors and its professionals. You come along trying to bring them into social planning--what is best for the community--and may call for some re-arrangement and they rebel. We need good social planning. We have had it here, but to get the agencies away from the parochial attitudes is difficult.

Koshland: Look at the United Way. There are people who will give generously to individual agencies and give in a niggardly fashion to the United Way. The difficulty is that the United Way-Community Chest program is impressionable. When you are a member of a hospital board or a welfare agency or a family service agency, a group or board, you develop a great loyalty to that organization, which is splendid and it's fine. But there is no reason why the board of directors shouldn't be educated to adjusting their program to the needs of the community. You have an outstanding example of that failure in the hospital field. We'll get to that in due time.

Dorfman: Tell me, who were the strong personalities within that federation of Jewish charities at that time?

Koshland: I can't think of anyone who was a strong personality. A strong personality was Hyman Kaplan. He was it. The fact is he was loaned to the city for the unemployment relief program in 1932. He took charge of the unemployment relief program. The president of the federation was asked to let him work for the city. So during a period of I'd say two or three years there, he was working really for the city.

Dorfman: Do you remember what years they were?

Koshland: I'd say from 1932 to '34 approximately.

Western States Regional Council for Jewish Federations and Welfare Funds, 1939-1941

Dorfman: Then from 1939 to 1941 you were president of the Western States Regional Council of Jewish Federations and Welfare Funds.

Koshland: Now they've cut out the welfare funds. A year or two ago they changed the name to the Council of Jewish Federations--period. Their organization had a regional setup. There was always a professional out here representing the organization and I happened to be the president there for two years.

Dorfman: What were your duties during that time?

Koshland: We had annual meetings, I remember, in each of the communities around the western region. We had a good, active group. People would come to the meeting in San Francisco, Los Angeles, San Diego, Tucson or Phoenix, Arizona. I remember Portland and Seattle. It functioned very well, I believe.

## United Jewish Welfare Fund Campaign, 1939-40

**Conference****Jewish Problems Are Thrashed Out at Sessions**

Election of Robert J. Koshland of San Francisco to the presidency of the Western States Region, Council of Jewish Federations and Welfare Funds, succeeding Jesse H. Steinhart, also of the Bay City, was a highlight of the fourth annual Western States regional conference of Jewish community leaders and agencies.

Other officers chosen are Milton Baruch, Los Angeles, and James I. White, Salt Lake City, vice-presidents; Leon Sloss Jr., San Francisco, treasurer, and Reuben R. Resnik, San Francisco, secretary.

One of the major resolutions adopted pledged the regional conference "to urge upon every community in America the necessity for immediate and earnest effort to raise the largest possible sums for work of the United Jewish Appeal for Refugees and Overseas Needs and all other approved agencies bringing aid to our distressed people overseas."

From a round-table session on "Fund

Raising for Smaller Communities" came the suggestion that a budget specifying the agencies to be supported and the

hand, and that announcement of general total of subscriptions is not favored. Consensus was that while no solicitation is to be made of non-Jews, volunteer subscriptions from them will be acceptable.

Another round table meeting on "Vocational Guidance, Orientation and Job Discrimination" resulted in the conclusion that Jewish vocational guidance



ROBERT J. KOSHLAND

amounts of their allocations should be prepared at the outset of every campaign and not at its conclusion.

It further was suggested that campaigns should open with public announcements of subscriptions already in

**ADDITIONAL  
CONFERENCE NEWS**

Melvyn Douglas' Speech.....	P. 1
Harry L. Lurie's Speech .....	P. 9
Editorial Comment .....	P. 6

agencies, administered by Jewish communities for Jewish youth, are necessary in the modern economy, although vocational guidance, in its essence, is a general youth problem and as such can best be handled by the public schools.

Work of the Jewish Vocational Guidance Bureau of San Francisco was described as an example of an attempt to meet the problems of Jewish youth.



Dorfman: What was your primary concern at these meetings?

Koshland: Getting more of the right people to participate. Once a person comes in and participates and feels that he is part of an organization and his program, you've got someone who can be made into a worthwhile member, not someone who just attends meetings and votes aye or nay, who sits there and doesn't know what it's all about. I think one of the problems we had there was getting the lay people who should be in. For instance, down in Fresno we had hostility to us.

Dorfman: Why was that?

Koshland: Greenberg, the rabbi there, the main factotum in Fresno, didn't want this outside organization to come in and tell him what to do." We never told people what to do. We discussed with them the development of the program, et cetera. But he was opposed to it. We had an annual meeting in Fresno and none of the Fresno people showed up; there may have been one or two. Ike Ginsberg, the doctor, probably did. He was a great guy. But generally speaking, the people didn't come to it and they weren't told about it.

Dorfman: Were there other localities that felt the same way about the organization other than Fresno?

Koshland: I don't recall any that we had to the same degree. I remember going to Sacramento once or twice, and it was very difficult to get an organization together. If it is difficult to get an organization of Jews together for a thing like that, there is a reason for it. Sometimes it is due to the professional [being] fearful--sometimes. So I find fault with the professionals as well as the lay people.

Dorfman: Who served on that board with you in that organization, in this council?

Koshland: Oh, good lord, you'd have to think of people in every one of these--about eight--western states.

Dorfman: Can you remember who else was an officer?

Koshland: Block took my place--what was his first name? He is in the shoe business up in Seattle. We had Mr. Shemansky from Seattle who never came to a meeting. He was made a president the first year at the first meeting in 1936, I remember. We purposely selected a non-San Franciscan because it was some San Francisco people who spearheaded this organization, we wanted to be sure that this was



Koshland: not going to be called a San Francisco dominated organization. So we got Shemansky from Seattle to be the first president and he never attended a meeting.

Dorfman: Were there others who accepted positions and did not attend meetings?

Koshland: I don't remember. I happened to remember that case.

My good friend, Julius Meier, at that time I met him before he became governor of the state of Oregon. He was a very good friend of mine. We had a meeting the second year up in Portland. He didn't come to it at all himself.

So it took time to bring people to the inside who didn't get along with the outsiders. You must remember that we had programs that were instructional, very worthwhile programs, good speakers. We had real participation, but sometimes you had local organizations say, "What the hell do we need these people for?"

Dorfman: Again?

Koshland: Again. Even here in the childcare field, we were working a long time in San Francisco with an antiquated set-up for taking care of children. The need for an orphan asylum had ceased to exist, yet you still have the Pacific Hebrew Orphan Asylum and Home Society. There is a whole story behind that thinking back to the late twenties. We were getting away from orphan asylums that had no orphans in them. They were simply normal children from maladjusted homes. They encouraged foster care--placing children in foster homes, not in big institutions.

That trouble in San Francisco--we had the outstanding man, Dr. Langer, who had made a name for himself as the head of the orphan asylum because he brought in the cottage system which is a step away from that high degree of centralization. But he wouldn't go along with the foster home idea at all. He thought he did better. Later on, a study proved that he was wrong; I think it proved it.

Dorfman: You felt he was wrong, as well?

Koshland: Oh, yes. That same situation occurred all over the country.

Dorfman: About what year was Dr. Langer in charge?

Koshland: I'd say probably 1905 to around 1935. Then Bonaparte took his place--not Napoleon Bonaparte [laughs]. It was Joe [Joseph].

Koshland: At a meeting in 1959 of the Council of Federations and Welfare Funds here, a doctor from Newark, New Jersey came out, and he was well primed on the situation. In a round about way we got him to be invited to the board of the orphan asylum here in San Francisco. He went there and made a speech at a lunch meeting, I believe it was. He gave a talk about child care, changing procedures, and methods and treatments, and going into foster homes from the institutional approach.

So during the course of his talk, he talked about the Child Welfare League, which was a great national organization, the parent organization really of all the child care organizations.

##

Dorfman: You were telling me about the doctor.

#### Homewood Terrace and the Child Welfare League

Koshland: It was very interesting. He came out and he spoke at this regular board meeting of the orphan asylum and, of course, Homewood Terrace. They had already changed the name, fortunately. In the course of it he mentions the Child Welfare League. Jean Jacobs, Mrs. Tevis Jacobs in San Francisco, who was the president of the organization at that time--she herself was the product of an orphan asylum in Los Angeles. She was the one forward looking person who was willing to accept the change, in spite of her early history.

Anyway, so someone asked the question, "Don't we belong to the Child Welfare League? We belong to everything else." They were told, "No, you do not belong." "Well, let's send a check; let's belong." I'm dressing this up a little bit in the way in which I talk about it, but in effect that is what happened. I was not there. [He said] "You will have to ask the survey. You won't be accepted in the Child Welfare League until they have surveyed the organization." So they asked for it and they got a survey and it was the most damning survey you can imagine. The head of the organization, the professional head of the organization, their methods of treatments, were subject to severe criticism.

Now, there is a perfect illustration of a board of directors being so taken in by the professional head that they don't study the philosophy of care themselves. There is much information always available in every category or field. Here was a board of directors that was patting itself on the back for doing a grand job with the cottage system for children--and, oh, it was a very damning report.

Dorfman: This was about the same time then, would you say?

Koshland: No, this happened to be about 1959 or 1960 at the time of the council meeting here.

Dorfman: What was the name of this doctor?

Koshland: Dr. Hyman, a very nice man. He was on the Child Welfare League, so he knew the score.

Dorfman: And his first name?

Koshland: You're asking too much! [laughter]

San Mateo County American Red Cross, Board of Directors,  
1946-1950

Dorfman: Then from 1946 to 1950 you were very active on the board of directors of San Mateo County American Red Cross. What activities did you participate in through the Red Cross as a member of the board of directors?

Koshland: That's after the war, 1946 to 1950, because I was chairman of the disaster relief organization prior to World War II before I went into the service. I was chairman of the committee, rescue and disaster relief, until I went into the service.

Dorfman: Was that in San Mateo County?

Koshland: Yes, in 1941. So in 1946 when I came back from China, after I got out of the service, they asked me to go on the board of directors and thereby hangs a tale, too.

This organization, the San Mateo chapter of the Red Cross, had been run for years and years by a half a dozen women, lovely women, devoted women, but they didn't know the score. Helen Cheseborough was an outstanding person. She was the head of it; a wonderful person. I sound like a chronic trouble maker of organizations. [laughs] Maybe I am; I don't know.

# A Catalyst for Change

Dorfman: A catalyst for change perhaps.

Koshland: I'm glad you put it that way! So I said one day, "This organization is wrong. The American Red Cross is a quasi-public organization chartered by Congress. This belongs to the people and we should have an organization here with a board of directors that is representative of the county, geographically as well as otherwise." So I was immediately made chairman of a committee to reorganize it.

I had two other people with me. One was a judge who was active in San Mateo, Judge Joseph Branson [spells name]. I've forgotten the other person. We drew up bylaws and it was accepted by the half a dozen women who ran the show. I remember Mr. Martin was the chairman of it at the time. I can't think of his first name. Anyway, he was a member of the socially elite society. I was on the board when the changes were taking place in the whole structure and so on. Somebody would come up and Helen would say, "Well, Bob, what do we do about this?" It happened once in a while maybe, because they were very skeptical about this other change with a much broader attitude toward service to the community. I don't know how much they have changed the organization's bylaws, but to this day the Red Cross is more generally represented with the public than it was.

Dorfman: Was that a difficult role for you to assume at that time? Did you have support within the organization?

Koshland: They were skeptical, I remember, but they went along with it. I have not been active except to help them in fund raising in recent years.

## Jewish Welfare Fund, San Francisco, Board of Directors, 1946-1955

Dorfman: Then in 1946 until 1955, you were a member of the board of directors of the Jewish Welfare Fund in San Francisco.

Koshland: They had a top heavy organization. They had seventy-five people on the board. It sounds good, but a small executive committee was really running the show and I objected--Oliver Wendell Holmes Jr.! [laughs]

Dorfman: You played the role very well!

Koshland: It ended up anyway with the merger of the two organizations--the Jewish Welfare Federation and the Jewish Welfare Fund.

Dorfman: How much did you have to do with that eventual merger?

Koshland: I was on the committee. I also got the brickbats because when it came to--what you had was a board of directors of the federation and you had a board of directors of the welfare fund, and to merge the two of them called for x-number of people to be on what we thought of as the bylaws committee with the right number of people for proper representation on the central board. This meant that a lot of people on both boards were going to be cut out.

I was made chairman of the nominating committee and made one or two enemies for life because certain people were dropped. In one case in particular, and I won't mention names, one person was well in his eighties. He devoted himself to the Welfare Fund very well for years, but he said to me more than once, not apropos of this merger, that he was too old and he ought to be getting out of things. So I took him at his word and when it came to the nominations, I was instrumental in dropping him off. He was well in his eighties and he never forgave me for that.

Dorfman: He never did?

Koshland: He never did and I explained it to his children who understood perfectly.

Dorfman: Were there other issues on that board?

Koshland: On the board over the merger? Not that I know of.

Dorfman: How about other than the merger. Were there other concerns for the board other than the merger?

Koshland: I don't think of anything at the moment. I did not become a member of the new board of directors.

National Council of Jewish Federations and Welfare Funds, Vice-President, 1946-1955

Dorfman: You went to the role of vice-president of the National Council of Jewish Federations and Welfare Funds in 1946 until 1955.



Koshland: It was a wild guess of mine, those dates. Those dates may not be accurate because I did some guessing when I made this out. [refers to profile] I assume it is approximately correct.

Dorfman: What accomplishments did you participate in in that role as vice-president?

Koshland: Nothing in particular. In fact, I didn't do my duty because I did not go to meetings as I should have gone. In 1937 I was invited to chair some meeting. No one had gone from the West Coast to these council meetings. They had formed this in 1932 or '33. Finally, they got San Francisco to join and as bait I was asked to chair meetings in Philadelphia for two or three days with categorical aides, and to deliver a speech which was virtually Hyman Kaplan. I was his mouthpiece. He did the work and I did the speaking. So that was the beginning of someone from the West Coast going to the council meetings away from here.

In 1936 we formed the local western states region.

Dorfman: So that was the beginning of the involvement.

Koshland: Nineteen-thirty-seven was the beginning of the involvement so therefore, out of their kind and generous thoughts, they made me a vice-president and then I never functioned. I functioned out here locally in the Western States Region Council of Jewish Federations and Welfare Funds, but I never really functioned nationally. I've been in close touch with them locally and nationally.

# X    FOUNDING PENINSULA HOSPITAL DISTRICT, 1947

Dorfman:    Then your next contribution centers around an interest which seems to be central to your activities and that is in hospitals. You became president of the Peninsula Hospital District from 1947 until 1962. How did that come about?

## Forming and Funding the District

Koshland:    A friend of mine from San Mateo, Luther Carr, at the behest of some of the doctors in central San Mateo County in a three-cities area--Burlingame, San Mateo, and Hillsborough. They were crowded in Mills Hospital. They needed more beds. They tried to think of every way they could expand the hospital and they couldn't expand it on the property. It was junior college property and they wanted to buy it. But, it wasn't for sale. So they had to look elsewhere and they finally came upon the idea of forming a district. It was a very well-known national program, a federal program, to set up by the facilities and make new beds available in rural areas. Anyway, a federal program was set up by the Hill-Burton Act in 1944 to make hospitals available in rural areas. A few years later this was expanded to include urban areas. So therefore, finally, reluctantly, the doctors decided, "We'll have to go district." They were fearful that it was the way to socialized medicine.

They got Luther Carr, who was a well-known attorney in San Mateo County, to head up a committee. They made some kind of a study and decided they needed another hospital and to form a district. He got me into it there and then another doctor, Meade Mohun, got me into it. We developed a little simple organization to go around the area to get people to vote for the establishment of a district. So in 1947 we went to all the people in the area. We had a professional help us. The vote was twenty-two to one in favor of forming a district.

Koshland: To show you how people think in terms of money, when it came to the first bond issue and three million dollars, the vote was only four to one in favor. Anyone would vote to form a district, but then when it came to charging themselves with money it was only four to one to build the hospital. The hospital, the day it was opened, cost five million dollars. I was at a meeting there the other night and you couldn't replace that for fifty million today. But it has expanded twice since that time. That has a knowledgeable board of directors, the best hospital board of directors I know of; a splendid group, a splendid group of men. They devote time to it. They have committee meetings. There are only five persons, according to state law, on the hospital board. It has certain weaknesses. If you added a few more people it would be good. On the other hand, it has functioned so well they have never changed it. They could. A hospital district being a public body runs the risk of political interference with its management. This is something I always feared.

I was at a dinner the other night. One of the board members, the president of the board, was retiring. They had a small dinner for him and my wife and I were there. That was last week. So I am in touch with them about once or twice a year to talk things over. It's pleasant for me because having been one of the founders, one develops a sense of possession which you have to look out for. I stay away. I don't interfere.

Dorfman: I understand that you were very influential in the building of that hospital.

Koshland: Well, each one of the five members did 20 percent of the work. It was a very dedicated group. You see, we were subject to election. It's a public body. The district is part of the state of California. So the board of directors is subject to election. I was fearful in the beginning in particular that some nurse would give the wrong medicine to someone, someone would die, and through carelessness I had visions of them saying, "Get the rascals out." I also was fearful that there would be politicians in this thing because we were a public body. So we tried to establish some good standards of responsibility in management and it's held up so far very well. There has never been any disagreement. It had good people on the board and they know the score. Unfortunately, most hospital boards don't know what's going on. They are there to look good and to look pretty and raise money.

Bay Area Welfare Planning Federation, Orinda, 1962. Robert J. Koshland, far right, with Wayne McMillan, Executive Director, second from left, and other (unidentified) board members.



Some members of Peninsula Hospital District Board, 1969. Left to right: George Davis, First Secretary (retired 1951); Robert J. Koshland, President; Morris A. Cox, President after Koshland; Joshua Maule, Jr., Treasurer (deceased).



Opening of the Community Mental Health Center, March 6, 1969. Robert J. Koshland.







## Peninsula Hospital's Program

Dorfman: As opposed to this one?

Koshland: They don't have to worry about their money. Number one, they run in the black. They don't run into debt. According to the law they can tax the people, and they have taxed the people for capital improvements, but not for operations. That doesn't mean necessarily that it is a good operation. You have to understand that in a hospital like that, a full paying hospital does not do charitable work, but it has a limited teaching program. If you don't do any research and it's really taking care of people, you can run a hospital in the black. You read of these deficits in hospitals right and left, but if you subtract from the total cost of running the hospital, the cost of research and teaching, you get down to what can be done if you don't do those things. But I'm not advocating doing away with them. That's why you have to have the Community Chest, et cetera, and have drives for hospitals, because they are doing research and teaching. At the Peninsula Hospital they do a good deal of teaching but not in the main disciplines. They have an open heart surgery program which is very successful. It is professionally staffed by the University of California.

That's the thing in hospitals, but getting active in 1958 I think it was, a lot of us, presidents of hospitals around the Bay Area, got together to form an informal organization to see if we could do something about planning and stop the over-building of hospitals. We floundered along for several years until the Hill-Burton Act, a bill in Congress, was passed. Then we were able to get some federal funds and form a new organization and get a professional staff which functioned very well.

But then we couldn't do as well as we should have been able to do because we had no teeth. We couldn't enforce our recommendations to build or not to build. We could only recommend to do this or that. We had no teeth to enforce it. So that was our weakness in the Bay Area Health Facilities Planning Association. That changed a few years later nationally to Comprehensive Health Planning and that changed two years ago to the Health Systems Agency. But it's all the same thing, but now it's a good going concern. You read [about] it in the paper every once in a while. You've read about civic medical centers and about children's hospitals and various others where the influence of the Health Systems Agency had come into being, but not to the extent it should. But that's where it started back in 1958 informally and we got no place.

- Koshland: You need professionals. The man who was head of that was none other than Martin Paley. He was our executive. He is one of my best friends to this day; a very splendid, brilliant person. He has done very well. He presently is executive director of the San Francisco Foundation.
- Dorfman: Can you tell me who else sat on the Peninsula Hospital board? You said that there were five men. Now, you were one. Who were the others?

### The Hospital Board

- Koshland: I can name the original five. There was George Davis about whom I spoke to you on the Unemployment Relief Program. He was among the five members. There was Joshua Maule who had two pharmacies in San Bruno. You had to think of geographic representation as well as the person's own qualities.

There was Mike O'Connor who was head of the plasterers' union and a great guy, an outstanding man. They all--I'm the only one left of the original five. But he worked his head off for the benefit of this hospital and I know that it was very embarrassing to him on occasion because a lot of the work was not union work in the running of the hospital. It was not unionized. I'm not talking about the building. The building was done with regular bidding according to state law. But the operation of the hospital, it's not unionized and it was very difficult for him, I am certain. He put time in and time and again and I'm sure it was very difficult for him.

Then there was George Davis, Josh Maule--Good lord! Well, look at the picture up here. [points to photograph on wall]

- Dorfman: We can put that other name in a little later.
- Koshland: Do you want to pull that off the wall there? It would be simple, I guess.
- Dorfman: Oh, yes. [gets picture]
- Koshland: [looks at picture] Dr. Carl Hoag. Here is George Davis, here is Josh Maule, Dr. Carl Hoag, and Mike O'Connor. There is Howard Imus, who is still on the board, who is not one of the originals. When George Davis got off, we gave a plaque to him. When he moved to Belmont, he had to get off because of moving out of the district. They had to live in the district, so then Howard Imus, who was head

- Koshland: of the Bekins Van & Storage in San Mateo, took his place. So that's the original five in this one. Here is doctor, Dr. Carl Hoag, who was devoted and [did] a dedicated and magnificent job, a surgeon. Without my going into further detail, I would say I treasure that [picture].
- Dorfman: I'm sure you do. What was the greatest issue among the five? You said that they were a very cooperative group and worked very well together.
- Koshland: I don't remember any great issues of any kind--the normal problems of running a hospital, but it was very simple, as I said. As I said, there is no research done there and there is a limited teaching program. There is a teaching program in pathology and mental health and so on, but not in the major disciplines of surgery and medicine.
- Dorfman: How have the problems of a hospital changed since that board first met?

#### Changing Community Needs

- Koshland: The difficulty in getting a hospital to adjust its program to community needs; that I would say is an ongoing problem because of parochial attitudes. It's perfectly ridiculous here in San Francisco. You've got twenty-seven or twenty-eight acute general hospitals in the city and county of San Francisco. You have no industry here. You don't have young people. It's largely older people and yet each of these hospitals runs an obstetrical department. It's ridiculous. It's wasted time and furthermore, in our hospital planning program, we had doctors and a special committee of obstetricians, they recommended doing away with so many of these obstetrical units that were not needed because they said unless you have X-number of births--I think it was a twelve hundred birth minimum--you can't run an efficient department.

## XI ADDITIONAL CONTRIBUTIONS AND CONVICTIONS

### Mt. Zion Hospital Study by Stanford Research Institute

Koshland: And pediatrics [is] the same way. The same thing can be said about Mt. Zion Hospital. The federation and Mt. Zion Hospital joined in a study to be made by the SRI, the Stanford Research Institute--this was 1965--as to what Mt. Zion should do in the future and the committee was made up of hospital representatives and Federation representatives.

It all cost us \$25,000. This was a splendid report. It went very much in depth into needs and what the representation was, how many doctors, where the patients come from, and to this day only 21 to 25 percent of the inpatients are Jewish, only 25 percent of the outpatients are Jewish. It is something the Jews are giving the general community which is fine, but it was kept from general knowledge. I made it a point, when we had a capital funds drive four or five years ago. I stated very plainly, "We are doing this for the community. Only 25 percent of the people who come there are Jewish." They go to hospitals all over, where it's most convenient for them and their doctors.

Dorfman: So the vast service to the community at large was not publicized by Mt. Zion.

Koshland: That's right, it never did.

Dorfman: Has that been rectified?

Koshland: I would say no. They don't talk about it. It's only outsiders like yours truly who will talk about it. I don't object to it. It's good for the general community. It's an outstanding hospital, one of the three or four best hospitals in the city. But when it comes to the federation drive, all the expense from Mt. Zion as well as the others, with their deficits, have to be met.

- Dorfman: So that perhaps is the reason for the lack of publicity.
- Koshland: Sure, they've got very real problems there because they are not getting the money from the general community. They are getting it from the Jewish community, and I don't object to it.
- Dorfman: What sparked and developed your enormous interest and dedication to social planning?
- Koshland: I guess my exposure to very good professional people like Hyman Kaplan and Maurice Hexter and Lou Weintraub later on, Treguboff\*-- all these people have been good friends because of our interests in common. I would say it was that kind of association that has stimulated my interest from time to time, kept it up.
- Dorfman: You have developed much expertise.
- Koshland: I wouldn't say that, but at least through a good deal of diversified involvement, I trust I have learned something and haven't been completely useless.
- Dorfman: The reports are that you have great expertise in the area of hospital planning and administration.
- Koshland: Well, I've had good experience there. You've got to know some things about it. In other words, I'm not a rubber-stamp for my executive.

#### Peninsula Hospital and Current Concerns##

- Dorfman: What would you say is the current major concern of the Peninsula Hospital District with the changes brought about in hospital administration?
- Koshland: One thing, according to state law the district hospital cannot contract for the care of indigents at less than cost. I was speaking to Howard Imus on the phone the other night and he told me about various things they are doing there, new programs. Some are teaching, some are treatment--therapeutic programs. So they are spreading out their activity because they don't have as high an occupancy as they should have to keep the thing going properly. So they have quite a mental health program and they have some of these other programs I know nothing about.
- Dorfman: The scope has been broadened then?
- Koshland: Yes.

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\*Sanford Treguboff



Dorfman: Are they at all concerned with the health maintenance organization?

Koshland: HMO's? Yes, they are. They had decided with Mills Hospital in a joint venture. How well it's going, I don't know--at long last. It took a long time to bring Mills Hospital into the picture. Mills Hospital was run by a small coterie of people. It's always been a splendid hospital. It is to this day a top hospital. But it is run by a small group and in an investigation by the Health Systems Agency a couple of years ago, it was recommended that they broaden their control. Now they have added maybe fifteen people to their board of directors. Now they have got a committee system, and now the board of directors of Mills Hospital is becoming knowledgeable where they were completely ignorant beforehand. Carl Hoag, the man I mentioned on our board, he was formerly chief of staff at Mills Hospital. He was told by the president of that hospital or one of the board members, "We will ask you questions, answer these questions, but otherwise we don't expect you to speak." That was the chief of the medical staff! [chuckles]

Dorfman: What was his reaction?

Koshland: He told me the story himself. We didn't run Peninsula that way.

Dorfman: From 1952 to 1958 you were a member of the board of directors of the Community Chest of San Mateo County.

Koshland: That was nothing, an ordinary Community Chest experience. It didn't amount to much.

Dorfman: Who was on that board?

Koshland: I don't remember any individuals.

#### Jewish Home for the Aged, 1956-1963

Dorfman: You were also very active from 1956 to approximately 1963 as a member of the board of directors for the Jewish Home for the Aged. What can you tell me about your activities on that board?

Koshland: Again, there was a case of some difficulties between the federation and the Hebrew Home, now the Jewish Home for the Aged. While I was on the board they changed the name. I finally agreed to Jewish Home for the Aged. I wanted a fanciful name like Homewood Terrace, but they wouldn't go for that because they figured they would get more money with a Jewish name. Originally, it was the Home for Disabled Jews.

Dorfman: Was it really?

Koshland: Yes, you go out and look at it and at the front of the main entrance you will see an inscription there in stone--Home for Elderly, Sick, and Disabled Jews or something like that, some combination of those words. There again, you have got an organization--originally, people left bequests to child care. That emphasis switched to elderly people. The board was, I would say, a very parochial board dedicated, as you have it today, they can raise money more easily than any other organization in the city. They have a splendid organization. An outstanding man is the head, Sidney Friedman, one of the finest social workers I have ever met in my life. He is a very sick man today. He is at home, very sick. He was done a tremendous job out there.

Dorfman: But you said that they can raise money more easily than any organization in the city?

Koshland: Yes, I made that statement and I'll stand on it.

Dorfman: Why is that?

Koshland: They developed a dedicated group that becomes very parochial in its attitude--possessive. They have all the necessary committees, they have different ways of raising money all the time which I object to, but they do it well. They do a magnificent job. That's one of our great weaknesses in the country as a whole. It's a nursing facility primarily, a skilled nursing service. Nursing homes throughout the country, as well as in California, have very low standards of operation, very low standards. They are a disgrace to the community. There are only a very small percentage of nursing homes that are good, but they cost a fortune.

#### The Problem of Standards and Finances

Dorfman: Why are their standards so low today.

Koshland: Partly due to the fact that they take senior citizens in who are qualified for old age services, federal government and state. The moderate remuneration given by the state for the care of eligible individuals is way below the cost--way below cost. So therefore, these nursing homes won't take them in unless they have to for public relations. I don't know what their costs are today, but let me assume that's forty dollars a day. I think the state reimbursement figure is around \$27. It may be higher now. I'm not current on that. But there is a wide discrepancy. So therefore,

Koshland: these people who run nursing homes don't take the Medicaid people-- here called Medical--if they can avoid it. It's very unfortunate. But there is that to be said on their side.

Bear in mind, if we talk about hospitals, they are all non-profit organizations. If we talk about nursing homes, they are all run for profit. Now, there is nothing wrong, in my opinion, about running a nursing home for profit. It's a perfectly proper thing to do, but they can't run a good nursing home for profit without getting proper reimbursement from the state. The standard of service is just disgraceful.

Dorfman: Is this reimbursement true of the Jewish Home for the Aged as well?

Koshland: Sure it is, but the Jewish people have a conscience and they make up the difference.

Dorfman: Do you recall any of the people with whom you served for those seven years?

Koshland: Sure, when I first went on the board Stuart Greenberg was president, but he ran the show as a one-man show.

Dorfman: How was that?

Koshland: He had a board of directors that was a bunch of rubber stamps. Then after that, I guess Lou Brownstein came in and did a splendid job--L-o-u-i-s. He was president for several years and did a splendid job.

Dorfman: How many members were on that board, do you recall?

Koshland: I would say about fifteen, maybe twenty or thereabouts. It's a well run, beautifully run organization.

Dorfman: With whom did you serve on that board?

Koshland: Lou Brownstein was president the whole time I was there except for the first year when Stuart Greenberg was president. Harold Dobbs became president a year before he ran to be mayor. He got himself involved in Jewish affairs maybe because he had this in mind to run for mayor. He had not been active in Jewish affairs. He was president while I was on the board. I am trying to think who else followed. It probably was Howard Friedman.

Dorfman: What were the major issues during that period of time that you served?

Koshland: The difficulty was that the general population was not expanding in San Francisco, but the elderly population was expanding. The average age of the people in the Jewish Home for the Aged now is

Koshland: in eighties where let's say fifteen years ago it was probably in the lower seventies, the average. Now, unless they have changed their policy since I was on and I don't know, I may be incorrect in what I am saying now, they did not knowingly take any person who was senile. Most people do become senile. No one ever leaves except in a box, eventually.

Dorfman: What do you think contributes to that senility?

Koshland: Ask a doctor! I can't answer that. I'm getting too close to it myself. [laughs]

Dorfman: [laughs] Aren't we all! Was there ever any discussion about this particular issue, the fact that people who are not senile become senile once they enter such a facility?

Koshland: It is not because they enter the facility. It is a natural deterioration that takes place in the body--yours, mine, and everyone else's--after a certain age. [tape interruption]

#### Establishing a Committee System

Dorfman: Last week you talked about your activities on the Home for the Jewish Aged. I wondered whether you have anything you wanted to add to that.

Koshland: From having certain obsessions and fixations, you will see in the minutes of the meetings of the Jewish Home for the Aged that I had the idea even in those days of a committee system. The president of the Jewish Home for the Aged, when I was on the board, was a man who figured, "The board members are okay. I'll run the show." And he ran it that way. He had no committee system of any kind. In one year his term was out fortunately for the community.

Dorfman: Who was that?

Koshland: Stuart Greenberg. He was a one-man board of directors. The person who took his place was Louis Brownstein, who went along with my thoughts and established a committee system which I think prevails today. I hope it does.

Dorfman: It's a valuable contribution to that board and to the home.

Koshland: Well, it was perfectly ridiculous what was going on there. There was one member of the board who was a contractor and they turned over to him all maintenance operations, repair operations. He



Koshland: was a very fine man, and yet he was not as well qualified as some of the larger contractors, so the cost of repairing maintenance sometimes appeared to be rather large for what was being asked.

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Koshland: A perfect illustration of what should be considered thoroughly on a board of directors is a board of directors getting any pecuniary results having such interest in membership on the board. Mt. Zion had a drive back in 1931. After that drive where they went to the people for money, any number of people who were in business said they ought to get the business from Mt. Zion Hospital, whatever business they were in. So it was a selfish attitude. So no member of the board of directors should be guilty of even doing business with the hospital. He should stay in the clear. I remember Lou Brownstein was very active on the board of directors of the Concordia Club. He had been indoctrinated and believed in the committee system.

Anyway, when they wanted some painting done, there were two or three painting contractors who were members of the board of the Concordia Club, and Lou Brownstein learned his lesson by going out for bids, sealed bids. I remember one of the painters, who was a well-known person in the community, was madder than the devil. He said he had been in the club for years and years and he ought to get the business. But when it came to bids, he was the highest bidder.

Dorfman: Who was that?

Koshland: I won't mention names.

Dorfman: All right, so you felt there were strong conflicts of interest at times on these boards?

Koshland: Definitely. A man should be completely clear of all suspicion like Portia.

#### A Strong Conviction on Boards of Directors of Social Agencies and Hospitals

Dorfman: You were going to tell me about a strong conviction that you have with regard to boards of directors.

Koshland: With any agency, particularly when it comes to hospitals.



## XII PRESBYTERIAN HOSPITAL, 1963

Koshland: The difference between the hospital and a normal welfare agency is that the normal welfare agency has a board of directors and you have a professional and nonprofessional staff, the executive director with whatever assistants are needed. In the hospital you have not only the board of directors and the administration of the hospital, but you also have a group that is neither employer nor employee: the medical staff. You give them all the privileges if they qualify to bring patients to the hospital. The nurses act under the direction of the doctors but are employed by the hospital. It's a contradictory sort of arrangement.

That's the reason I say a hospital administrator has to be a superman to do a good job. It's a third party which is necessary but it makes it more difficult, and I maintain that most boards of directors don't know what's going on in the hospital.

All the doctors have friends among the board of directors and vice versa. So they can bypass the administrator which you don't do in a normal welfare agency. It's in the nature of things that Dr. X knows someone on the board and will tell that person on the board what is needed and so on. It's done generally and it makes it more difficult for the administrator. After all, a hospital has to have certain philosophies of care that you have in any welfare agency, and it's up to the committee system in the hospital to bring out these things because every board member can't know everything. But with the proper committee system, you have proper knowledge within the board of directors.

#### The Development of a Committee System

Koshland: I was scared to death that these district hospitals would get into politics, that they would be politically run. I have no evidence of that. They have had some trouble, internal troubles, in three

Koshland: or four in the state with which I was familiar at that time where the medical staffs were trying to run the hospitals. There were factions between members of the medical staffs. That was true in two or three cases that I knew about.

Dorfman: Between the medical staffs and--

Koshland: Within the medical staffs--groups.

Dorfman: Different factions?

Koshland: Factions within the medical staff. I was brought in to try to resolve them once or twice in other hospitals. In any event, those things have happened, but by and large I don't think there has been any great problem. I think the district hospitals have justified their presence. They have brought hospitals to areas that never had them before. Now there is a tendency--we'll get to that in the big cities--not to do proper planning. But that's another subject.

I maintain that most boards of directors are merely rubber stamp boards; not what I think is desirable. Some boards of directors have been built up over many years. They're all private bodies for the most part; including rich people who could put money into the hospital. Some of the time they are good people who are also rich, but they concentrated on money--money, money was constantly needed in the hospital field like in other fields.

We had in this group at Peninsula Hospital a very dedicated group, just a five-man board by law. I know from my experience we knew nothing when we started. Now, I think that we did all right and today I think it has the respect of the community.

Nine months after I left the Peninsula Hospital board, I was invited to go on the Presbyterian Hospital board. I was on that for several years. I sat quietly there with this group for a year and a half after my experience with Peninsula Hospital for fifteen years, finally I blew up at a board meeting. I said, "This board is not functioning as a board should function." "Why?" I told them why I thought the board should be more knowledgeable, it should break up into a committee system. You have your program committee, you have your building committee, you have ten different committees you really should have in a big hospital.

The Presbyterian was a perfect case of a hospital that had a lay board that was completely a rubber stamp board. The decisions were really made by an executive committee of four officers with the administrator sitting in with them. The board activity was--merely meeting once a month and voting aye or nay as recommended by the executive committee. Because of my experience here I have very real convictions about board responsibility.

Koshland: Finally, one day at a regular meeting--Fred Merrill was president. He just died recently. It was a case of a man who didn't attend half of the meetings. He was too busy as president of Fireman's Fund. I said, "This board isn't functioning the way it should. We should have a committee system. We should know what we're doing, without interfering with the hospital management, but we should know what goes on through a committee system. One or two people spoke in agreement with me. I don't think anybody disagreed with me, at which Fred Merrill turned to me and said, "Koshland, select your own committee to draw up new bylaws." That passed, so I selected two other men with entirely different life experiences. One was David McDaniel who was attorney here for the United States Steel Corporation, a fine person, and more recently president of the Commonwealth Club. The other was Don Fazackerly who has been very active in Catholic affairs and had a lot of community experience. We had one or two meetings within a period of about ten days, I think, and drew up our bylaws which was accepted by the group.

Now what has happened since then with those bylaws--I don't know if they exist. But I remember one lady member of the board, a very capable, fine person but socially ambitious and inexperienced in these matters. She said, "We ought to get a new administrator, someone who can tell us what we should know." I don't want to depend entirely upon the executive but to learn from him!

I want to work with him, but I don't want to be subject to his direction. I should know enough myself that I can talk knowledgeably with him. That's why I think I have done fairly well in getting along with the professionals in all of the organizations I've been with. I consider them my best friends to this day because I worked with them. I never talked to them; I talked with them.

As I have said to many administrators--the major administrators in the Bay Area and the whole state through my association activities, I said, "You look upon a board as a necessary nuisance," and they all agreed with me. All hospital administrators if you get them aside agree.

I'll admit I was just speaking to our administrator at Peninsula Hospital the other night when he came to see me [while hospitalized at Peninsula Hospital]. I said, "I still maintain that a board must be knowledgeable. That means much more work for the administrator to prepare for board committee meetings and all that, but it pays off in the long run.

Dorfman: Who chose the executive director of the Presbyterian Hospital? Was he selected by the board?

Koshland: Oh, yes. Anderson was the administrator when I was there. They fired him. They weren't satisfied with him. They felt Ed Dean, who had been Anderson's assistant, a young fellow--he was a good man but I don't think he had quite enough experience. So they got another man from Los Angeles and they made him president instead of administrator. Dr. Spivey is there today. I don't know him.

Dorfman: So he became president as opposed to executive director?

Koshland: Yes.

Dorfman: What criteria did the board use in the selection of this administrator?

Koshland: I couldn't tell you. I wrote an article for a national magazine, a hospital magazine, on the selection of an administrator. I've got it here. It is some hospital magazine. It's a private organization, I guess, but it's the mouthpiece of the American Hospital Association. They asked me to write a letter [on] how to select an administrator.

Dorfman: I would like to read a copy of that article.

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Dorfman: It sounds as if the bylaws that you helped to develop at Presbyterian turned things around.

Koshland: To show you what a lack of a proper organization existed, I was asked to go on that board nine months after I retired from Peninsula, as I told you earlier. I had been here long enough. They asked me to go on their board and they wanted to build a new hospital. They had taken over from Stanford, and they wanted to build a new hospital. They knew I had [something] to do with building this one [Peninsula Hospital], so I was made chairman of the building committee.

At the very first meeting of the building committee, the administrator of the hospital came in. The radiological department wanted \$60,000 for a new X-ray. I said, "This is not the problem of the building committee. It should be the problem of the program committee or some such committee." They answered, "There is no other committee, so I am leaving it to you."



Koshland: That's how poorly organized they were. Why should a building committee have to do with radiology, buying a new piece of equipment?

Here every year we had a regular budget at Peninsula Hospital which I assume continues today in better fashion. We had a budget every year. There was included money for capital expenses, building equipment of one kind or another, and we had a special committee to give priorities. There was one man, the chief of radiology at Presbyterian, when he wants something, they say, "How about all of the other departments? Don't they want something, too?"

But some qualified committee should have [something] to do with the budget which sets up a program [for] the orderly purchasing of equipment.

[Interview 6: February 27, 1981]##

Dorfman: This morning I would like to return to some of the material that you covered last week. The bill about which you spoke, the Hill-Burton Act. What was the purpose of that bill?

Koshland: To bring hospital facilities to rural areas. Then, I guess about roughly two years after it started out, they expanded this to make it possible to develop hospital facilities where they were needed in urban areas as well. That was the stimulus given to people throughout the country, and California in particular took advantage of it, to develop these hospital districts. But because the medical fraternity was so afraid that this was the way to socialized medicine, it was provided in California hospital district law that district hospitals would not contract for the care of indigents at less than cost. They were afraid they were going to undermine the whole medical profession with competition at lower rates.

Dorfman: That was the purpose of the bill and the reason for the birth of the hospital district.

Koshland: After all, the medical profession, the doctors, are the people who bring in your business. You don't have much choice. You go with the doctors on the staff, where the doctor wants you to go, by and large.

Dorfman: I also would like to know more about what happened when Anderson was fired as the executive director. You said that it was because his performance was not satisfactory. What did you mean by that?



Koshland: It was nothing specific. In general, the board members were dissatisfied that he didn't measure up to what they hoped he would be able to furnish them in the way of service. There was nothing specifically wrong, I would say, offhand. I don't recall. It doesn't come to mind all of the details, but they were not satisfied.

Dorfman: You said that Dunn, who was Anderson's assistant, became the acting administrator.

Koshland: I guess Dr. Spivey came next. I'm not certain.

Dorfman: Now, Dr. Spivey you told me also was hired as president rather than as an executive director. Why was that?

#### Hospital Administrators as Professionals

Koshland: I guess he came from the Los Angeles area. He had been in Los Angeles ever since the days of Dr. McEckearn in Chicago at Northwestern University, who had the inspiration to consider hospital administration as a profession. He started a school to train hospital administrators at Northwestern University. So for years the hospital administrators were fighting for recognition as professionals. When it came to selecting a successor from time to time, the professionals themselves at convention after convention I went to--the California Hospital Association annual meeting and also the State District Hospital Association--you could see the professionals in there who were developing a knowledge and a real professional attitude and were fighting for greater recognition.

#### Board of Directors: A Necessary Nuisance and Threat

Koshland: I was always in favor of it, but at the same time, they had the idea, which I have had them admit to me individually, that they found the board of directors as a necessary nuisance, and I resent that very much. That's why you see from what I've written there [gestures towards "Guide for Planning a District Hospital"] and on many other occasions when I've been called up to speak, I've insisted upon the board of directors being more knowledgeable than they are permitted to be theoretically by their administrators. It takes a lot of time of the administrators to do what the board

Koshland: of directors want to do. If you have a proper committee system and a board, which I feel is absolutely necessary, a knowledgeable board takes up a great deal of the administrator's time.

I may have told you this. I had a meeting, one of our semi-annual meetings of the boards of directors of the State District Hospital Association. Someone made a remark, because we always had the administrators with us at our meetings to give substance to the content of our programs, we always had the administrators with us. But someone got up at a meeting and I think it was perhaps in San Diego. It was in the southland anyway. Someone spoke about not enough people attending these meetings. This administrator from a very small rural hospital got up and said, "Why should I bring my bosses here? I tell them what I want them to know." There was a loud silence from all of the administrators present. They were very unhappy about it.

Dorfman: Yes, that was most revealing.

Koshland: Therefore, they were fighting for recognition. They considered themselves, they liken themselves to a university president who sits on the board of regents of the university and by and large he is a voting member, and the administrators are fighting for recognition of that kind. I remember more than one fight with them in the confines of our annual meetings of the Association of Hospital Districts group which is run entirely by board members without the administrators being permitted to be on the board. I had something to do with that because they were fighting for recognition there and I said, "I know what will happen. I look forward to the time when we will want the administrators on the board of our association. But first, until we get settled and stabilized, you won't bring your board members with you. You'll make it an administrator's meeting."

I remember the regional head of the American Hospital Association, a lovely, fine young man named Avery Millard, who was the regional representative of the American Hospital Association. I used to speak to him constantly on the telephone and I would say, "How is the California Hospital Administrators Association getting along?" He'd blow up. We became the best of friends, but I called it the administrator's association. I fought them successfully on the floor several times, but I looked forward to the time when administrators and board members would jointly work on a program and all that, but from an organizational viewpoint we kept the administrators out. The board members never would have shown up otherwise because they, in their ignorance in those days, would tend to say with the administrator, "You do it, you take care of it."

Koshland: I get very excited about it because to be on a hospital board of directors traditionally has been an honorable occupation for many people. But I used to say that when I lectured over at the university to men who were studying for their master's degree--the first question they would ask, they would look upon board members as penny-pinching tycoons--I objected to that because I have never yet seen a board of directors at a hospital that wasn't sold on the idea that this must be a bigger and a better hospital. Tremendous loyalty developed in a parochial manner at their own hospital. It would take a lot of doing to get hospital administrators in particular and medical staff more particularly to agree to programming the hospital based on community needs.

You take all these major hospitals here and throughout the country. They have a board of directors that is very parochial. They have been brought up with all of the devices you can think of to build up loyalty on the part of the general public to individual hospitals. You realize, in the average private health and welfare agency, you've got an administrator who has to respond to the policy of a board of directors. He has a board of directors that he has to get along with and he has his whole staff, professional and nonprofessional staff.

Now, in the hospital you've got another third party who is neither fish nor fowl. They are the only people who will bring patients to you and that's the medical staff. The medical staff has a way of bypassing the administrators. Every member of the medical staff--everyone knows doctors and something comes about whether St. Luke's or Mt. Zion or Presbyterian. The doctor will speak to the board members and say, "We need this, we need that." It makes it doubly hard for an administrator to handle himself. I think it takes a superman to be a good hospital administrator because he has to get along with the medical staff who are the only salesmen the hospital has.

But because of all these things and because of my particular experience, I feel strongly that a board of directors has to be more than simply a small group that says "aye" and "nay" without having sufficient knowledge. I think I told you the last time how I blew up in the Presbyterian Hospital meeting once with the president, Fred Merrill, who just died two or three weeks ago. A very fine man, but he was too busy with his business. He didn't have sense enough--

Yes, a fine man, but he didn't have sense enough to realize that he should step down and get someone in who can really lead as a president. He floundered around a great deal and then he left it entirely to the officers (a group of four people)--the president, the vice-president, the secretary-treasurer, and another

Koshland: officer perhaps. He called four officers as the executive committee. So when it came to the meetings of the board, all they had to do was vote aye or nay to subscribe to what was recommended by the executive committee.

When I've had to do the bylaws, I have never permitted the executive committee to make policy. They can do things that are necessary administratively between board meetings, but they may not make or change policy. That's up to the board and if you have a proper committee system on the board, you have a building committee, you've got a program committee, a finance committee, the development committee--any number of committees. If the board is broken up into committees and every member of the board serves on at least one committee, then you've got some knowledge when it comes to considering policy matters.

I never would permit interference with the administrator. You've got policies and he knows your policy and he has to run the show without interference. That calls for a knowledgeable board, which cannot be knowledgeable if you don't have a committee system and you simply rely upon a small executive committee.

Dorfman: Is there one committee which bears the major responsibility?

#### Selection of a Hospital Board of Directors

Koshland: I wouldn't say that, no. Another standing committee that has the responsibility and sets the whole tone for the future is the selection of people it recommends for board membership. The nominating committee should be a standing committee to recommend people to the board of directors and the officers of the board that should be knowledgeable, but not bring in a person simply because of his ability to give money. That day has passed.

Dorfman: Was that frequently a reason in the past for board members having been selected--the ability to give money or status within the community?

Koshland: All of these hospitals grew up with having private financing and they brought people in not because of--if a hospital had a teaching program and/or a research program, it also ran a deficit in its operations and would gradually find out that where a hospital merely takes care of the full-paying patients and has no teaching or research program, it can run in the black. It doesn't have to go to the public for funds for its normal operations, but as soon as you have these other two factors to consider, then you have to consider a deficit and meet that deficit.



- Dorfman: Was the significance of Dr. Spivey being named as president as opposed to executive director that of status?
- Koshland: There are very few situations like that in the country so far as I know. But there was a break here of status. He evidently demanded it. But I was not on the personnel committee and had nothing to do with it. I wasn't on the hospital board at that time.
- Dorfman: That was after you left the board then that that took place?
- Koshland: Yes.
- Dorfman: You wrote these two works, one of them "Meeting the Need for Hospital Beds," the other one "Guide for Planning a District Hospital." I'd like to know what it was that made you see a need for writing those two works.
- Koshland: I guess [because of] my experience with the state association as a member of our hospital and what I saw. You had to program this and have surveys made to determine whether or not you need another hospital or an expansion of a hospital. People are very ignorant about these matters. That was one of the troubles we had, at least in my own opinion, with the Presbyterian board. I wanted a study made. They wanted to rebuild the old Stanford Hospital. They needed a new hospital. There was no question about it. I wanted them to go--to seek the services of Martin Paley, who was executive director of the Bay Area Health Facilities Planning Association. Let me see if I'm right. Yes, we were active then--this was in the sixties--as the Bay Area Health Facilities Planning Association. We covered nine counties and we recommended that studies be made whenever there was a need for more hospital beds or getting down to programs like pediatrics and obstetrics.

Many of the reports that we made are right there. [pointing to a bookcase] All of the administrators and the lay people we got in would always give you lip service and then they would go along selfishly on their own ways. It's in the nature of the beast. To get a person who could be community minded and not parochial in his attitude is not so easy, if a person has been indoctrinated for many, many years and has loyalty to a certain hospital--it can do no wrong.



A Study to Determine Needs of Presbyterian Hospital

Koshland: I can cite two cases. When I came to Presbyterian Hospital, it was a hospital of 350 beds. I said, "What we need is a study." I don't know if it should be 150 or 750. They arbitrarily decided 350 beds. I had a lunch to which I brought the vice-president of the hospital and the administrator. There was Dr. Mark Blumberg, who was then the head of hospital survey activity at Stanford, SRI--the Stanford Research Institute. I remember the lunch I had to bring these people together because I wanted to have the Stanford Research Institute make a study of our needs in the community, where Presbyterian fits in.

We discussed the pros and the cons. Number one was what will this cost? Well, it would cost \$25,000 roughly; twenty or twenty-five.

Dorfman: What year was this would you say?

Koshland: Probably 1963 thereabouts, '63 or '64. In that period. So that was out of line, \$25,000. I can understand their difficulty in saying yes to that because of the financial condition the hospital was in. It didn't have any money to speak of.

Then also they wanted to say, "We want justification for a 350 bed hospital." Mark Blumberg, who is a brilliant young man in the public health field said that he would not make a study that would be constrained in any respect. So the matter was dropped so far as he was concerned. So the young fellow, Dunn, got a man, Dick Johnson, from a mid-west surveying organization. I forget the name at the moment. I knew Dick Johnson because he had come out and surveyed the Peninsula Hospital when I was on the board there. He came in with a report for \$6,000 that wasn't worth the paper it was written on because he did what they wanted. He justified a 350 bed hospital; he worked backwards. I didn't even want to pay his bill.

But they were satisfied, the investigating board. They got what they wanted. But he had no figures. He never had any figures to back it up, statistical data of any kind. It was just a manuscript put together to suit a certain purpose. It wasn't objective. It wasn't the result of study at all. They got what they wanted for \$6,000.

When he came in, I was chairman of the building committee the whole time I was on the board, and I think I told you the story of why I got off.

A Resignation as a Matter of Ethics

Dorfman: No, I don't think you did.

Koshland: We had almost completed plans for a new hospital. It was almost ready to go out for bids. The diagnostic radiologist, Bill Anderson, a splendid person.

Dorfman: What was his name?

Koshland: William Anderson, chief of radiology. He wanted to dig a hole to provide a place for radiation therapy. I asked the architect if it was needed, considering the future, looking to the future, and it wasn't necessary. It would cost \$40,000 to dig a hole. I questioned the advisability of spending this \$40,000, and I wanted this put up to the Health Facilities Planning Association. You see, I was carrying water on both shoulders and there's a conflict of interest. I wanted to put it up to the Health Facilities Planning Association to make a recommendation as to the findings, what was appropriate.

They refused. They wouldn't go along with me. Bob [Robert] Burns was then president of the College of the Pacific. He came to our meetings. He wasn't present at that meeting though. His representative was his vice-president. So when they voted against me on this, they wouldn't go to the Health Facilities Planning Association for advice on this, I resigned. Then the very next day I told Bob Burns's vice-president, who was his representative on the building committee, "Tomorrow I'm sending Bob Burns his [my] letter of resignation." He said, "Well, don't do that." I said, "Oh yes, I can't carry water on both shoulders and I have to do what I think is right."

Dorfman: That was in conflict with the Bay Area Health Facilities Planning?

Koshland: They had made no study at all. I simply wanted them to study the situation and see if this \$40,000 expenditure was wise, looking into the future, because it was a future plan; an iffy plan. So that ended that episode.

Dorfman: Was it your strong confidence in the committee system also that had something to do with your writing these two publications?

Koshland: Do you mean the committee system on the board?

Dorfman: Yes.

Koshland: As I said before, I think board members must be knowledgeable about how the organization functions and there are so many different facets to it. There is a building committee. There is a finance committee. There are ten different committees I laid out for Presbyterian. Every member of the board was going to be on two committees and make it a working board. Then the board of directors, when something comes before them, it goes to the appropriate committee first so it would have full consideration. There is a standing committee. They know what is going on in that field of interest. So then you have a knowledgeable board because your own board representatives on these committees have become familiar with all of the programs and problems of the different departments. [It is] the same way a business is run. There is no reason why a hospital shouldn't be run in the same manner.

Dorfman: Were these publications widely distributed?

Koshland: No, these were just for the purpose of the district hospital group of 65 hospitals roughly. Every one of them got a copy.

Dorfman: So they were distributed within that hospital district?

Koshland: Yes. Oh, I'm sure that plenty of other people--I know personally I sent some to friends like Mark, who died--the Mt. Zion Hospital executive--Mark Berk, and fellows whom I knew. You can be sure the California Hospital Association got four copies of this.

Dorfman: How many were printed initially?

Koshland: I couldn't tell you. There were roughly 65 districts and the Hospital Association had five hundred hospitals in the state. Call it a thousand, a wild guess.

#### Planning for All Interested Hospitals

Dorfman: Do you have anything you wanted to add to that particular period?

Koshland: From the point of view of one of those who was in on the founding and planning of the hospital association, I was very much interested in overall planning and having hospitals interested in planning, coming in on it. The District Hospital Association only had to do with district hospitals. But that covered the state geographically pretty well. But the California Hospital Association, there were roughly 7,500 general and acute hospitals in the country and about 550 in California.

Koshland: But the hospital association is run of and by the professionals in the business. The board of directors is out except my good friend, Monsignor Timothy O'Brien. When he became president of the California Hospital Association, he put through one thing which I had urged him to do two or three years beforehand.

Now, they brought two hospital board members in on the board of the California Hospital Association, one from the north and one from the south of the state and two doctors, one from the north of the state and one from the south of the state. But the employee telling the bosses what they should do is wrong, but it's a step in the door, a foot in the door.

Timothy O'Brien, who was then Father O'Brien and is now Monsignor Timothy O'Brien, put that over and changed the bylaws of the California Hospital Association.

Dorfman: What year was that accomplished?

Koshland: I don't remember, ten years ago roughly.

Dorfman: That was a big step then.

Koshland: It was a step. The first women up here representing the board was Mrs. Libby Schilling, who is on the board of Children's Hospital, a very efficient person.

XIII THE UNIVERSITY OF CALIFORNIA, BERKELEY, SCHOOL OF PUBLIC  
HEALTH, GRADUATE PROGRAM, 1955-1962##

Dorfman: You mentioned that you lectured at the university.

Koshland: Well, that's gilding the lily a little bit by calling it a lecture. I was asked by Keith Taylor,\* who was the head of the department--- public health. He is the man in charge of educating those who are studying for masters' degrees. Instead of lecturing I opened the session. It was a nine to twelve session once a year. It is a different group each year. They are all the same from year to year. The same questions are asked. I maybe would speak for two or three minutes giving a little background about relationships and so on. Then I let them fire questions at me, the same questions from year to year. They looked upon the board of directors of the hospital as necessary, penny pinching tycoons.

So I broke down the board of directors for their benefit into three parts. Like all of Gaul divided into three parts, you know. You've got one-third of your board of directors roughly who may be there just because of their names and their money-giving ability, one-third of the board are people who are properly trained and indoctrinated and involved, and another third are the people who actually dig in and have developed that loyalty and dedication and really work at it. Now, the numbers--the one-third each-- isn't accurate at all, but it tells symbolically what I thought. Some didn't react favorably to my thinking at all.

Dorfman: What were their reactions?

Koshland: I think they still were fearful that there would be interference from the board of directors. I made it clear when we dedicated Peninsula Hospital, there were 1,500 people in the audience, I said that I wanted it understood that there would be no interference with the district hospital, a public hospital. That we were going to use tax funds to build a hospital and maintain it. I said at the dedication ceremony when we opened the hospital,

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\*Dr. Keith Taylor



- Koshland: the board of directors has agreed you will not interfere with the operation of the hospital and its employment department: So don't come and ask the administrator to take your favorite uncle or your cousin or your aunt to be employed by the hospital. If any member of the board of directors is caught doing that, it is tantamount to a resignation.
- Dorfman: That is certainly a strong statement.
- Koshland: I made it very strong and I repeated that statement about a year or so later over in Livermore at the Washington Township Hospital. I was then president of the state district hospital association. As president of the state association, I spoke about dedication and said the same thing. There was an editorial written up in the local paper, an Alameda County paper, the next day quoting me--correctly incidentally--and praising the policy.
- Dorfman: What year was that?
- Koshland: We opened the Peninsula Hospital March 1, 1954, and this was probably about three or four years later, roughly. I'd probably say it was around '57, '58, '59. I was the president in '58-'59. I think; those two years. I don't remember.
- Dorfman: But after having given that talk there was confirmation of what you said, accurate confirmation, in the newspapers.
- Koshland: Yes.
- Dorfman: Can we return to your talks to the students, please. What year did you begin to give these yearly lectures or talks at the university?
- Koshland: It must have been after we opened the hospital. I got through in 1962. It was probably--it was for about seven or eight years I did this--it was probably from the middle and late fifties on.
- Dorfman: About 1955 to '62, terminating in 1962, would you say?
- Koshland: I would say that.
- Dorfman: That was at the university at Berkeley?
- Koshland: At Berkeley, yes.

XIV CONTINUING SERVICE AND EXPERTISE IN HEALTH, SOCIAL  
WELFARE AND HOSPITAL PLANNING

Dorfman: In 1957 to 1959 you were president of the Association of California Hospital Districts. What can you tell me about that period of time and your involvement in that organization?

Association of California Hospital Districts, 1957-1959, President

Koshland: I remember in about 1958 some of us got together, hospital board members got together. Who stimulated us I don't remember. We wanted to do something about the proliferation of hospitals, the building of hospitals that are not needed, including departments. We struggled for two or three years and really got no place because the administrators were not necessarily in favor of it. They did give lip service, but no action.

Finally, the United States government through the Hill-Burton Act, got busy. With that money being available we got federal money for our organization, we incorporated then and were serious about it. Up to that point, we merely had meetings and talked [about] things and we got no place. But the federal government then gave us money because they wanted to encourage this type of thinking and this type of action to bring an orderly process in the expansion of hospital facilities or the development of new hospital facilities. We organized here the Bay Area Health Facilities Planning Association. What is the first date on that?

Dorfman: Sixty-two to '65 is what we have here.

Koshland: I was president for three years?

Dorfman: Yes, 1962 to 1965. But prior to that, Bay Area Welfare Planning-- that was a different organization altogether.

Koshland: Yes. I wasn't president of both of them at the same time?

Dorfman: There is a slight overlap there of a few years.

Koshland: There might be. I've never been a candidate. I've never sought office. It may sound as if I, because I've lived a long time, I was seeking titles. I assure you I was not.

Dorfman: I'm sure it was your skill that was what was widely sought.

Koshland: Well, if I accepted a responsibility and an office, I took it seriously. I didn't dilute my interests too much. A little here and a little there is not so useful. I concentrated my energies, I think, on the things at hand.

Dorfman: Who served with you on the board of the Association of California Hospital Districts.

Koshland: Who served with me? I'd have to go back to the record.

Dorfman: Was there anyone with whom you worked very closely on that board.

Koshland: There was Marian Ibach who was the secretary. She was on the board of directors of the Marin General Hospital. [spells her name] She was a very dedicated member of that board of Marin General Hospital and was secretary of our district hospital association when I was president.

Dorfman: Then from 1956 to 1961 you were on the board of directors of the Community Council of San Mateo County. What were your activities as a member of that board?

Koshland: There had been recognition by that time of the fact that the Council of Social Agencies philosophy was wrong. In other words, you should develop your planning process by being in town and covering your area geographically, of course. But simply having a council of social agencies was not the desirable way of organizing social planning. So the Community Council of San Mateo County then became part of UBAC [United Bay Area Crusade] when UBAC was formed in 1955 I believe it was or '56.

We began with the San Mateo part of it. We had five counties that were included in UBAC. Starting with the old Community Chests and then there was the United Fund and UBAC, I think in that order. Now it's United Way.

Dorfman: Do you remember who served with you on that board of the Community Council?

Koshland: I was looking at some of these names up here. In San Mateo County [there are] so many people, I wouldn't start to name any one or two and be unfair to the others.

Dorfman: Were there strong issues within that group?

Koshland: Sometimes there were issues. To begin with, the first issue was in the forming of UBAC. Each county then had its parochial attitude--provincial attitude--and wanted to see that it was taken care of in the organization. They were afraid of losing their autonomy which is the good old American way. That developed into the San Mateo Social Planning Council, I guess was its name, and each of the five counties had its own council.

Bay Area Welfare Planning Federation, 1961-1964

Koshland: But then when I was president of the Bay Area Welfare Planning Federation, it was a separate organization from UBAC. It was purely a planning association.

Dorfman: That was from 1961 to 1964.

Koshland: Yes, but I wasn't president all of that time. I was on it, but as a member. I was only president probably a couple of years, whatever it says there. [referring to profile of his life]

Dorfman: This profile indicates that you were president from 1961 to '64. Would you say it was the last two years perhaps?

Koshland: Probably.

Dorfman: Sixty-two to '64. What were the problems there that you were alluding to on the Bay Area Welfare Planning Federation.

Koshland: Again, you have the conflict of the administrators, the executive directors, of different agencies always fearful about the person in the middle, the central organization taking away their autonomy. We had as executive director an outstanding person, Wayne McMillen. [spells name] Wayne McMillen, he came out of Chicago. He was looked upon as one of the most outstanding professional executives in the social welfare field in the whole country. He was a grand person and we became very, very close friends and we worked together very well. But again, the local councils were always fearful that someone would take away their autonomy, the lay people as well as the professionals.

- Koshland: Unfortunately, when I took office, two or three members of the board took me to lunch and said, "Look out. We've just hired Wayne McMillen." They figured he was too theoretical and not practical enough. They warned me against him. He was outstanding.
- Dorfman: So you soon found he was to be an asset.
- Koshland: Oh, right. So when it comes to the planning process and you have different groups thinking geographically as well as otherwise, you still have a problem getting general acceptance and implementation. Report after report after report you will see it there and if you ask me what was done about these reports, I'd hate to tell you.
- Dorfman: What do you mean?
- Koshland: The recommendations were not carried out. In other words, they give you lip service, but when it comes to my hospital or my organization or social planning agency, no.
- Dorfman: So that unless specific individual needs were met, those recommendations were, by and large, not followed.
- Koshland: I would say by and large there was a tendency of people to let things go. The particular thing I can remember very distinctly back in 1964, Mt. Zion Council was running up a bigger and a better deficit year after year. Mind you, understand me, it's an outstanding institution, one of the best in the city. However, they had the same ideas as all other hospital people had.

I was active in the federation at the time. We got Mt. Zion to agree to have the Stanford Research Institute make a study of Mt. Zion Hospital, a very thorough study which I have here. The federation put up \$12,500 and Mt. Zion put up \$12,500. They had a joint committee. Half of the committee out of their fifteen to twenty on the committee (roughly that is the number I think) were representative of Mt. Zion and half were representatives of the federation. Mark Blumberg made that report, a splendid report. It came to implementation at the first meeting we had, and Mark Berk was there at that time. He asked, "Are you in favor of this?" Before we got into details generally in principle everyone said, "Yes." But they didn't do a thing about it.

One of the things in there was an opportunity to do a great service for the people of San Francisco in OB and pediatrics. He showed through statistics and so on, there were twenty-seven or twenty-eight acute general hospitals in San Francisco and twelve of them would have been enough to do a much better job than is done by twenty-seven or twenty-eight. Every hospital wants to have a full compliment of services and it's not necessary at all. Open



Koshland: heart surgery is an outstanding example. Radiation therapy is another example. Every hospital doesn't have to have all of these things.

When it came to the OB and pediatrics discussion in this committee, we referred that part of the study or report to the professional staff of Mt. Zion Hospital for their recommendation. To this day, it has never been answered. The committee went out of existence. The report is full of dust on the shelf of Mt. Zion Hospital and the federation and the \$25,000 went down the drain. Nothing was done. The community has been led to believe that Mt. Zion Hospital is taking care of the Jewish needs in San Francisco. Well, it doesn't. Only 22 to 25 percent of the inpatients are Jewish. Only 25 percent of the outpatients are Jewish. I've mentioned this before, but it's a contribution of the Jewish community to San Francisco which is good. I don't object to it, but I want honesty and they never let their public know about it.

It's come out in the last few years gradually but that report was never acted on officially by both parties. The committee never made a final report. It was a splendid study in depth of the physicians and the clients of the hospital, as well as, the activities and programs of the hospital and its operation. Nothing was done about it and that's what sickens me. You pay money to have a study made and then don't do anything about it.

Dorfman: What year was that study initiated?

Koshland: Nineteen-sixty-four. I think the report came out in 1965. Dr. Mark Blumberg took months to make the study. It's a very, very fine study. As you see, I've been active in health and welfare planning and you become somewhat cynical on occasion. But here these two organizations agree to have a study made and then not do anything about it. [tape interruption: telephone rings]

Dorfman: Do you have anything more you wanted to add about that study on Mt. Zion?

Koshland: No, I've told the story. Nothing was done about it and it's unfortunate. Oh, I can add one thing on the OB and pediatrics. Who was the man who was executive director before Kirschner, the present man? He had an Armenian name. I was in his office one day after the study was made and I spoke of pediatrics and OB especially, saying we could do with fewer of them, why didn't Mt. Zion take some action? He said, "I agree with you that twelve of them would be much better than twenty-seven or twenty-eight, but who should give up?" That's the trouble.

Bay Area Health Facilities Planning Association

Dorfman: Next you were from 1962 to 1965 president of the Bay Area Health Facilities Planning Association which then became the Comprehensive Health Planning Association.

Koshland: We went out of business technically and they came in you might say.

Dorfman: And later became what is now the Health Systems Agency.

Koshland: Yes, that's right.

Dorfman: What about your activities in that organization?

Koshland: The Bay Area Health Facilities Planning Association? As long as we had to go to Washington, we finally managed to get some federal funds to get going and Martin Paley became our executive. He is now the head, as you know, of the San Francisco Foundation. He did a magnificent job. He made lots of reports and I hope they were followed to a reasonable degree.

Dorfman: What do you feel was your major contribution to that particular organization while you were president?

Koshland: I guess the different hospitals and the people in the hospital field around the country got to know us. We made reports and then, of course, there was a state organization that allocated both state and federal funds based upon our recommendations. Our reports then carried weight in action, approving and disapproving projects because they had to make application through us to the state agency and the federal government when they wanted to build anything of a major character, as well as of federal funds.

I think we did a reasonable job there, but when comprehensive care came along, they had the ability to put teeth in the organization. They could enforce their decisions which we never could do.

Enforcing Decisions

Dorfman: What made that possible?

Koshland: Money because in this nine county area that we covered in the Bay Area Health Facilities Planning Association, we had representatives of all of them on our board of directors, a good group of people, a splendid group. So therefore, when we made a recommendation that

Koshland: a hospital should do this or that or we would justify an expansion program or building something brand new, it carried weight because we went through the state organization which doled out the money and it based its decision on what the local representatives recommended.

Of course, you had this type of organization all over the country, but I'm only familiar somewhat with the California part of it. You had the state broken up into regions and we had this Bay Area group here. So our recommendations went to the state level that made decisions that were based upon our recommendations.

Dorfman: The major difference then between your organization and the comprehensive health planning organization which followed--

Koshland: They had more teeth. They were able to do more. They weren't necessarily better equipped from a personnel viewpoint. So far as the personnel that were involved were concerned, I think we had a little better understanding class of people. Incidentally, one of our very good members was Shirley Temple Black. She was a member of our mid-peninsula group. We had different groups in different communities together with a comprehensively selected group that was the Bay Area Health Facilities Planning Association. She was a member of the mid-peninsula one which was the Palo Alto area. I remember that. Then she came onto our board of the central Bay Area group. She worked hard.

Dorfman: With whom else did you work as president of the Bay Area Health Facilities Planning Association?

Koshland: Oh, a lot of good people. Of course, Martin Paley was our executive. He did a splendid job. Kenneth King, who was vice-president of the Fireman's Fund was active in it. My friend Tim O'Brien was on it. We had doctors on it. You are trying to resurrect names I can't come up with easily.

Dorfman: Were there conflicts on that board?

Koshland: No, we had different opinions expressed, but we never had difficulty. When it came to priorities, people expressed different opinions and priorities. We were limited in the amount of money that was available. We worked on priorities, but I don't recall any difficulties. After an expression of opinion, you would take a vote and that settles it.

Dorfman: Were there major issues?

Koshland: Well, it's a major issue when a hospital wants to build a new wing or build a whole new hospital. Is it needed or is it not needed? Is it wise or is it not wise? So after all, I was on the board of Presbyterian [Hospital] at the time. We wanted more money. So it was very important to Presbyterian to get money for a new hospital and we did get it.

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Dorfman: I think you mentioned a particular sum that you did get for the hospital. You said part of it was federal.

Koshland: We got half federal and half state. That was Presbyterian, but all the hospitals in San Francisco all had their hands out to do this and that. I think they were satisfied with our reports by and large because our reports were based on objective study and thinking, of course. Naturally people would go behind our backs to try to get influence on the state level. But when it comes to final determination, that's normal in a democracy.

Health Systems Agency, San Mateo, San Francisco and Marin Counties

Dorfman: Then we began to talk about the agency today, the Health Systems Agency as it is now known.

Koshland: I don't like the organization that developed after the Comprehensive Health Planning Association. It didn't do all it should do, [all] they expected of it. Then they formed a new organization called the West Bay Health Systems Agency which was San Mateo, San Francisco and Marin Counties. The board of supervisors of the three of them had the final say as to what we had done and what we could not have done. It's only at the local level of the three organizations that you have the general public--the lay public--involved. There you have it involved in the wrong way in my opinion because the ultimate end of a democracy--you could ask to be appointed to it, and I got more than one letter asking for an appointment as a member of the local agency. It was done in San Mateo, it was done in San Francisco, and it was done in Marin County. So people were not really selected. I may be unfair to them when I say this, but as I saw it, I didn't think that at the local level they gathered the people who were the potential leaders and who could do objective thinking.

I went to one or two public meetings and it was just like the meetings of your board of supervisors. People were jumping on each other, there was no calm deliberation.



Dorfman: How do you feel about the number of people on their boards?

Koshland: Of the Health Systems Agency? I don't know how many there are. I think there are too many for good working relationships, but that's a curbstone opinion. But I didn't like the idea that the final decisions were even made by the three supervisorial groups. The lay people were not involved in that at all. It was purely the officeholders, which I think was wrong.

Dorfman: Have you had any involvement at all in that agency?

Koshland: No.

Dorfman: Let's go on to the next committee and organization in which you were active. You were on the executive committee of the United Bay Area Crusade from 1962 to 1966.

#### Bay Area Social Planning Council

Koshland: That was because I was president of the social planning council, the Bay Area Social Planning Council, as their representative on the executive committee of UBAC.

Dorfman: What major input did you have there?

Koshland: Not a great deal. You take UBAC. As I remember it, there were fifty people on the executive committee. It was a large number. They looked down upon social planning. They didn't think much of it. Wayne McMillen was doing a magnificent job. In my opinion, the social planning council should not be subordinate to the fund raising agency. Most of these people were with fund raising agencies to start with, such as community chest and had not been exposed to where planning on a community-wide basis was seriously considered.

And it grew from that to the United Fund and all of the fund raising agencies. They then control both the getting of, distribution of, and allocation of funds. They do this without having the benefit of objective thinking by any other planning agency. The social planning council was the forerunner of the Bay Area Welfare Planning Federation and felt that planning should be done by independent groups who have their own autonomy. We could serve and make studies for the benefit of UBAC and other agencies which we did. But the people in charge of UBAC looked down upon the social planning and they finally killed it. It went out of existence.



Koshland: Now they cover social planning within the United Way. I don't know anything about it. How well it functions, I can't tell you. But in theory, I object to it being under the fund raising and distributing group. It should be parallel with them at least. To make people happy, I would have a central organization made up of fund raisers, fund distributors and social planners, all on an equal basis.

Dorfman: Would you limit the numbers on those committees?

Koshland: I would follow this idea which I developed myself. Have as small a number as is consistent with efficient operation. Now, that's not realistic in this day and age.

Dorfman: It's difficult.

Koshland: Because now you have ethnic approaches to these things and you have to--I'm on the commission on aging in San Mateo County. The federal guidelines, the Federal Register, the Older Americans Act forces us in our commission on aging to have representation of ethnic groups on the basis of their ratio in the population. I think it's working very well in San Mateo. The real leadership in the organization comes from a half a dozen people out of twenty-one. But the people who had charge of the social planning council, the lay group, have been a splendid group; a well-educated, learned group. There are meetings, meetings, meetings going on constantly. It has splendid leadership. We were purely an advisory body. In San Francisco your commission on aging is the decision-making body as well and they're in trouble.

Dorfman: They are in trouble?

Koshland: Well, from what I've heard from people right and left, including one or two people who have been on the former commission--the politics in the thing and you can't be objective. It's just a poor organization. We have a very good one in San Mateo County.

Dorfman: After your work on the Presbyterian board, you were on the board of trustees of the Children's Home Society of California. That was in 1965.

Koshland: It's a funny thing. That is a state organization. I went to two or three meetings, and it's so well run, a beautiful organization, I got out. I didn't want to be a member of an organization that was so good that there was nothing that I could contribute! It's a fact. After one year, I got out. It was a well organized group. They were doing well financially, they were doing well organizationally, and they were serving their purpose. So why should I take my time helping them. They don't need any help from me.

Dorfman: After that, from 1966 to 1974, you are listed as a member of the executive committee of the Bay Area Social Planning Council.

Koshland: That was one that came after the Bay Area Welfare Planning Federation. This was its successor as a result of a study made. An eastern group came out here and made a study at the request of UBAC and the Bay Area Welfare Planning Federation was included in the study. The recommendation of this committee, one of the many recommendations, closed the Bay Area Welfare Planning Federation, put it out of business and formed Bay Area Social Planning Council to take its place. Then they selected David De Marche as the head and he asked Wayne McMillen to be his assistant.

Dorfman: Who was that?

Koshland: David De Marche was the executive there. He had worked for UBAC and its forerunners. It's two words--it's De-M-a-r-c-h-e. So the Social Planning Council is a different name for the same idea, the same purpose, as the Welfare Planning Federation. But UBAC killed it because people didn't like McMillen and they wanted to have it under their wing. There is a real issue there between UBAC and the Social Planning Council, but UBAC had the money and killed it.

Dorfman: And also the strength as a result?

Koshland: Yes. I'm not familiar with it any more, but I don't think you have any comprehensive social planning going on in this Bay Area right now. I don't think so. I'm only expressing an opinion. I don't know. I know that there is some social planning going on within UBAC or United Way. But they're going to be parochial. They're only interested in their agencies, not in all of the agencies in the community, including the federal, the state, and the county public agencies. The Social Planning Council should take in both public and private sectors, the whole community, all of the agencies. But naturally, UBAC and now the United Way, the social planning council is only going to be interested in its two hundred agencies, not in the myraid of agencies that exist.

Dorfman: Who else did you work with on that committee?

Koshland: [pause] A lot of very good people. But I would see in these organizations where you can select your own people on your board, it may not be completely democratic but it's more efficient.

Dorfman: Because they are people you can work with?

Koshland: Yes.

Dorfman: Were there other reasons why it might be more efficient?

Koshland: You are selecting people because of experience and competence, not because they are members of that organization.

Distribution Committee of San Mateo Foundation

Dorfman: Your next contribution was made as a member of the Distribution Committee of the San Mateo Foundation in 1965 and you are presently continuing as a member of that organization.

Koshland: Yes, right.

Dorfman: What about your activities in that organization? What can you tell me? [tape interruption] The San Mateo Foundation, there is a statement here at the beginning of the annual 1979 report that talks about meeting the unresolved needs of the community. Certainly, that is a very broad spectrum that the foundation covers.

Koshland: Well, you try to meet them. There should be a modifying statement. We don't meet them; we try to meet them.

Dorfman: What has been your involvement with the foundation?

Koshland: Heavily involved.

Dorfman: From the beginning?

Koshland: From the beginning.

Dorfman: What date was that?

Koshland: In 1964 or '65, Ted Lilienthal and his wife Frances Lilienthal had the idea that there should be a San Mateo Foundation. John May said, "This area is included in the San Francisco Foundation and we shouldn't exist." We had a lot of fun with John May. He was very friendly, but he never thought we should exist. There was a provincial attitude that a group in San Mateo didn't want to be the stepchildren of the people in San Francisco; normal. I think we've proved something, that we can get along perfectly well with our neighbors.

So I think the mistake that Ted made was that he was a splendid person with a splendid idea, but he was not a good organizer. It took us several years before we could afford to

Koshland: have an executive director, a paid person. We have one there now who is a brilliant young man, Bill Somerville. He is doing a splendid job. Now we function as an organization should. We have money that we can use for administrative purposes. We have one lady who gives us \$25,000 a year from a trust fund for purely administrative costs which is very nice.

Bill got to know everybody in the county in no time flat. We're giving away now about \$300,000 a year. We're trying to broaden our area of interest now to include northern Santa Clara County. A community sponsors group was inviting people in to see us. It's very nice, but it's a slow process. We don't care about the money from them, but we want them to know about this and we want them to leave us money in their wills--primarily. Also, there is a short term living trust and we have quite a few of those.

I think for those people in the community that know us, they have respect for us doing a good job. There are not enough people--the agencies know us because they all apply. We get applications from all over the country, but we only give in the San Mateo and the northern Santa Clara area. We are the thirty-eighth largest in the country in community foundations which doesn't mean much. We belong to the Council of Foundations in Washington which is watching legislation all the time.

We have a splendid group. It is a five-man group (including one woman). Five people on the distribution committee is it. You have one person named by the president of Mills College, one by the president of Stanford, one by the trustee banks--that's three--one by the presiding judge of the superior court in San Mateo County (I'm that person named by him), and one by UBAC, United Way of San Mateo, the head of it.

Dorfman: Was that group present at the formation of the foundation?

Koshland: No, the superior judge was not there. That's where Ted made a great mistake because he had a person named by the president of the Jewish Federation here and I objected to it. After one year I got the bylaws changed to eliminate the Jewish Welfare Federation representation and then they came up with the presiding judge of the superior court.



Recommendation to Eliminate Jewish Welfare Federation Representation

Dorfman: Why did you feel that the Jewish Welfare Federation--

Koshland: Well, you didn't have the Catholic Federation in there, the social services and so on. This was all wrong in concept. That was straightened out by my strong recommendation that we change and the bylaws were changed.

Dorfman: What other hurdles had to be surmounted when the foundation was formed?

Koshland: You had to get known and you had to get money that you could give away. Gradually, we got money. We started in with \$30,000 or \$35,000 given by the medical society and we got money left us by a client of John Lauritzen, who is an attorney who is one of our original five. We had a few funds that came into us pretty quickly, but we had no professional working for us. We had an executive--first a volunteer. Then a volunteer we paid a little money but it was very little. So it was only when we got \$100,000 a year for three years from this lady of which 25 percent could be used for administration--

Dorfman: Who was the woman who gave that.

Koshland: Mrs. Jean Weaver.

Dorfman: It was a very generous contribution.

Koshland: Yes, it was very lovely of her. She cut out the \$100,000 after three years, but she still gives us \$25,000 a year for administrative purposes.

Part in Founding

Dorfman: What part did you play in the founding of the foundation?

Koshland: When it was first formed, I got a letter [that] I had been appointed. I guess I was asked first if I would accept an appointment. I don't remember the details. Instead of calling it a corporation--although we're now incorporating--we called it a distribution committee. But it's the same as a board of directors. It's running the show.

Dorfman: Do you remember who appointed you?



Koshland: Originally, the president of the Jewish Welfare Federation made the appointment, after which I initiated a change resulting in my second appointment being made by a superior court judge.  
[tape interruption]

Dorfman: We were talking about who appointed you to the foundation initially.

Koshland: I don't know who was president of the federation at the time. I couldn't tell you. Back in 1964 or '65 it could well have been Walter Heller.

Dorfman: That would be the Jewish Welfare Federation?

Koshland: Yes.

Dorfman: You said that you had in more recent years been appointed by a superior court judge.

Koshland: It was after about two or three years of operation. As soon as I could, we made the change in the bylaws at my insistence.

Dorfman: Who made the other recent appointments?

Koshland: Let me see, Al Horn was appointed by the president of Stanford. Josephine Van Hoesen, she was appointed by the president of Mills College. I'm appointed by the presiding judge of the superior court--that's four, isn't it?--one by the San Mateo head of the UBAC organization. You have in this collection of five people, all people who have been active in the community. They have been on boards or committees of agencies throughout the county. So they are a knowledgeable group and a dedicated group. They never miss a meeting. I am very proud of them. We have differences. We discuss things and automatically--and it happens at every meeting--someone's name comes up, an organization applying for money, and somebody says, "I used to be on that board" or "I'm presently on that board" and he eliminates himself at once for his conflict of interest. So we have no difficulty there.

Dorfman: Is there a major difference between the San Francisco Foundation and the San Mateo Foundation? How would they compare?

Koshland: They contrast in size; they compare in activities. I think that's a fair statement. I think we see eye-to-eye. The San Francisco Foundation does give some money in San Mateo.

Dorfman: For specific purposes?

Koshland: Right. We tie an agency down and San Francisco does also. There have been occasions--very few--but there have been occasions where an agency is granted say \$5,000 for a specific purpose. They get

Koshland: the money and then they use it for some other purpose. It does happen, so we have regular reports from the receiving agencies about how much they spent for this purpose. We get reports from them and we have withheld one or two cases.

Dorfman: It sounds as though the agencies must be thoroughly accountable.

Koshland: Right, we demand that.

Dorfman: Is there one individual with whom you worked very closely over the years on the foundation?

Koshland: Bill Somerville, the executive director.

Dorfman: What have been the major areas of concern of the board of the foundation over the years?

Koshland: I don't know of any major concerns. We always regret that we don't have more money to give away! [laughs] But we're not in real competition with United Way because we are giving money to creative thinking, new ideas, pilot projects, something new by and large, whereas United Way is giving money for regular operations. We avoid that. There are occasions in specific cases where we give it to operations, but with an understanding that it is given for one year or two years or something like that.

Dorfman: What have the conflicts on the distributions committee been?

Koshland: There are no conflicts. We have differences. Someone will say after we discussed the organization and its value, someone will say, "I move we give them \$2,000." Someone else will say, "I think that's too much. Let's give some money provided that they match." Some organizations have access to other funds. We check on that. We make them tell us if they are applying to another agency or another foundation for money at the same time.

Dorfman: So that you know what the possibilities for funding are.

Koshland: Yes.

Dorfman: What do you see as the future for the San Mateo Foundation?

Koshland: Oh, I think it's growing slowly. We're only going to know in another two years how effective we have been in getting lawyers to influence their clients to include us in their wills. You never can tell until a person dies. So therefore, the way we're going now, we're growing slowly and I think Bill Somerville, in particular, is well recognized and respected in the county among the agencies, but the people in the private clubs never heard of us by and large.

## Seeking Publicity

Dorfman: No?

Koshland: No, we're not known to the general public. We have articles in the paper. We now this year have gone to bimonthly meetings of the distribution committee so we can send the reports out to the newspapers, what we have given away. Sometimes they publish it, sometimes they don't.

Dorfman: Are you seeking other means of publicity for education purposes?

Koshland: You heard me on the phone. This fellow, Jack Foster, just now informed us that the community sponsors group will ask people to give \$200 apiece assuming it will be done on an annual basis, without commitment. But you primarily make the lay person aware of us. So we sent this book out in the mail to people and we invited people to meetings at the headquarters. Instead of giving them a lecture or a cocktail party, in my case my list is made up of commuters. So I asked him to meet me at four o'clock. This is early. [I said], "Meet me at the Foundation," where they can see for themselves.

Bill Somerville has a great imagination; splendid. He built a resource library that is simply wonderful. He gets the Federal Register everyday. He notifies an agency if something is happening in Washington that affects that agency, fund raising. He runs seminars for people in fund raising and so on. When you want to, some day I would like to have you go and see the set-up there.

Dorfman: I would appreciate doing that, yes.

Koshland: Because it is all his doing.

Dorfman: I'll look forward to it.

When you referred to sending out books, you're talking about an annual report such as this one of the San Mateo Foundation.

Koshland: Yes, such as that.

Dorfman: Your next contribution was as a member of the board of trustees on the National Assembly for Social Policy and Development.

Koshland: It's a very ambitious effort on the part of dedicated people in the East that developed a nation-wide group for social policy and development, but I don't think it lasted more than about three

Koshland: years. Why it fell by the wayside, I don't know yet--there were outstanding people in it, but something was lost some place along the line. They went out of existence.

Dorfman: In 1973? With whom did you serve with on that board, do you remember?

Koshland: I couldn't tell you.

Dorfman: Where did they meet.

Koshland: The first meeting I went to, the organization meeting, was in New York. I can't tell you anything about it from that point on.

#### Northern California Presbyterian Homes

Dorfman: In 1967 to 1973, you were a member of the policy advisory committee at Northern California Presbyterian Homes. What was the function of the policy advisory committee?

#### Senior Citizen Concerns##

Koshland: Our first function--they formed a committee to develop a program to build an apartment building for senior citizens of a low or no-income group. That is now the Western Park Apartments out on Laguna and Ellis Streets. That was the first thing and I was assistant to the chairman of the building committee. So if you want to find fault with it, blame me for part of it! The committee was appointed by the Northern California Presbyterian Homes.

When the building was built--I will tell you, we had nothing to do with the operation of the building, they ran that themselves. Then with changes in personnel it became a building to develop a congregate feeding of poor people primarily, people over sixty. There is a law, Title VII, I think is the Older Americans Act. At that time, it provided anyone over sixty years of age could get a meal whether he was rich or poor. There were some people who abused it. But we became known as Services for Seniors. But it's still controlled--I shouldn't say "controlled"--it's influenced because the organization was separately incorporated as other welfare agencies are. But we give the right to the Northern California Presbyterian Homes to suggest nominations of people for the board, for the five out of the twenty-one people on the board. It works very well.

Koshland: They help us with the annual deficit. We go to the general public for a minimum amount. But they were providing a hot meal everyday for five days a week in some of the Tenderloin apartment houses, Notre Dame, and senior citizens down at the Marina. So it's a small organization doing an incredible job, I believe.

Dorfman: Were there special issues on that committee?

#### Conflict Due to a Violation

Koshland: Yes, we had one situation where we were thrown out about five or six years ago because it was stated that we were not living up to the federal and state regulations in certain respects. It was a very difficult time in our relationship here and in Sacramento. They threw us out at that time.

Dorfman: Who did that?

Koshland: The local authorities that were representing the United States government, including the state organization. There were violations. Our executive director was guilty of violation. Not that he did anything criminal, but he violated certain regulations. He had a very good name as being a proven social worker, a very successful man as a professional. He made a mistake.

Dorfman: Who was that?

Koshland: Dave De Marche. Lester Schaefer came in and became the executive and he retired over a year ago. We now have a good man named David Newcomer, for the executive. That's a good group of people. It's a small organization. The budget is around \$350,000 a year. In other words, we're charging for meals, but the cost of the food itself and all the rest of it is borne by the organization.

Dorfman: The servicing of that food then, the preparation and delivery.

Koshland: In fact, we buy all the food from the Sequoias. The Sequoias in San Francisco is run by the Northern California Presbyterian Homes, so our food is prepared everyday at the Sequoias. We deliver by truck to these various sites for congregate feeding.

Dorfman: What happened when the federal government put you out?

Koshland: Well, they found violations of the code. We were warned and there was stubbornness, I guess, involved in this thing. So they discontinued us.



Dorfman: What was being done specifically?

Koshland: I can't tell you offhand. I don't remember. But we were guilty. There was no serious violation, but there were violations.

Dorfman: What effect did that have?

Koshland: I think one of the violations was this. The Federal (government) Register said that we must serve anyone who comes in for a meal and if he can't make a donation, he doesn't have to pay anything if he doesn't want to. But here we opened the Western Park Apartments and you develop a spirit and a morale in an apartment house like that if you have a good manager. You couldn't have any Tom, Dick, and Harry walking in off the street and disrupting things in the home. That was one of the main criticisms at the time, I remember. We simply had to keep the doors closed to people who were not residents of the apartment house. We made them pay so much a month for meals to cover the food costs. The federal government, I think, was wrong in that rule. But that's the rule.

Dorfman: Then your next appointment was as a member of the board of directors on the Services for Seniors and would have been involved with the same organization?

Koshland: Yes.

Dorfman: As well as the following service as vice-president of Services for Seniors, both in 1973 and 1970?

Koshland: Yes, that was very interesting because as of a couple of years ago this organization which is formed by the Northern California Presbyterian Homes had a Catholic as a president and a Jew as a vice-president. Cula Mellon--you know Tom Mellon who was city manager here for years and retired--is his wife. She is wonderful; a grand person and a wonderful worker. She's up in her eighties now and she works as hard as a person in her twenties. She was president and I was the vice-president.

Dorfman: It must have been quite a combination.

Koshland: It worked. Now they've built another one. They've got an Eastern Park Apartments on Eddy and Polk, but we have nothing to do with it except that we provide a hot meal a day there.

Dorfman: You next served on the San Mateo County Commission on Aging in 1974. What were your activities there?

Koshland: Were and are, I am a member of the commission and also a member of this project review committee. We don't operate anything. We're purely organizers you might say. Organizers and martyrs! We subcontract. It's an appointment program or feeding for nutrition program. We have nine different service committees. But we organize, we contract with people to provide these services. We don't provide any ourselves. That's the federal government edict. We can merely be an organizing and planning body.

Dorfman: What about funding for such an organization?

Koshland: Ninety percent of the money comes from the federal government. Some things demand matching funds. The other 10 percent sometimes comes from the county board of supervisors.

Dorfman: Have there been special problems on this commission?

Koshland: No, we're lacking in services for people. For instance, in-home care and escort services. We can fund that service which in view of the new administration program, we're going to have to cut back. That hurts because even if you stood still, the cost of living being higher, you're going to give less service for the same number of dollars. That is one of the problems. I am very interested in what Ronnie Reagan does now. He said, "There will be no suffering." Well, if he cleans up the abuse that presumably exists in the governmental service and provide the adequate funds for the needy, then he has done something. But you first have to identify abuse.

#### San Mateo County Commission on Aging

Dorfman: Do you see as the major problem for the County Commission on Aging as the apparent decreasing source of income.

Koshland: Yes, we've got two budgets now on the Commission on Aging. One is what we think we should have based upon what we've got this year and reduced to a certain amount of what we think we may be cut down to. It remains to be seen. We don't know yet what the final decision will be in Washington.

Dorfman: Do you feel that transportation will be one of the great needs for seniors?

Koshland: That doesn't cost so much money because you have a transportation system. There is no problem in San Francisco; in San Mateo you do because there are 440 square miles against 47 1/2 square miles here in San Francisco. So if you go from one part of the county to another, it's a chore and it's difficult with public transportation, and to go from one county to another is difficult. For disabled people in particular, to take a bus in San Mateo to go to San Francisco is almost impossible.

XV AN EXPERIENCE DURING THE POLICE STRIKE IN BOSTON,  
MASSACHUSETTS, 1919

[Interview 7: April 22, 1981]##

- Dorfman: You mentioned, Mr. Koshland, that there were several episodes, one in 1919, relating to a police strike. Would you like to tell me about that?
- Koshland: Yes, what happened was this. After World War I at the end of 1918, I returned to Boston and went back to the firm with which I was associated, J. Koshland and Company. But in September 1919, a year later, the New England National Guard (Twenty-sixth Division) had not yet returned from France and the police in Boston violated their authority. When a man signed up as a policeman in Boston, he signed that he would join the Police Association and no other similar association.
- Dorfman: He had to sign that he would not become a member?
- Koshland: Yes, the AF of L was trying to organize the police, but the police violated their oath. They joined the AF of L and this one night in September they went on strike--not all of them. All of the officers stayed on. My figures are not necessarily accurate, but roughly out of 1,600 or 1,800 policemen, about 400 remained out of the strike--the captains and lieutenants and I guess sergeants and some patrolmen.

So the first night there was rioting and looting in the downtown section of Boston, the retail shopping district. The next morning the papers were full of what had happened, and a lot of people like myself went to police headquarters and signed up as volunteer policemen. It was a very interesting experience. One night I would be on for six hours, from six until midnight and the next night I would be on duty from midnight until six. I stayed in my office and worked throughout the whole period. I spent sixty nights on that, but the first few nights were the most

Koshland: interesting in one respect. For three nights I went around in my automobile with a police lieutenant or sergeant going to various neighborhoods where they knew there were kidnappers and gambling and so-called bad people.

One night, about the second or third night out, as we were going along Washington Street, which is the main retail thoroughfare on Boston, we passed Clark's Hotel which had a restaurant on the ground floor. [spells name] There was rioting going on in the restaurant. So the police officer and I jumped out of the car and rushed into the restaurant. Sure enough there were tables, bottles, chairs, everything flying through the air. I saw this police officer start using his stick and they had given me a stick and a pistol and someone suddenly yelled, "Get that fellow!" Someone was going toward the exit. I rushed after that fellow, jumped on his back, and we went through the doorway. [laughs] What stopped me was the runningboard of an automobile. In those days, automobiles had runningboards. My nose hit the runningboard and that stopped me and this fellow under me, I held him. I put a lock on him and the rioting continued inside the hotel in the restaurant. A crowd gathered around us and suddenly someone said, "You've got the wrong man." So I figured if I had the wrong man I had better go back to the restaurant and help my brother on the police force!

It turned out, when things had subsided later--they told me at the station that the man I had jumped on was a well-known burglar and he had a smashed face because I slid out on top of him. From that time on, I was always welcome at Station 4 in Boston right back of the Tourain Hotel.

The Tourain was at the corner of Boylston Street and Tremont Street. But after this, about the fourth night of going around by automobile, they assigned me to a district with another volunteer, a lay person like myself. We had an area to cover and the first night out though, they called the state guard out. The state guard was the state militia that had been built up during the war while the national guard was still in France. They were very untrained, not capable. The first night I was on, the rioters came down Washington Street with a crowd behind them. The noise was a terrible noise. It scared the life out of me and yet I was walking around two blocks with this "partner." I was scared to death, too, and loaded down with a policestick and two pistols and feeling helpless.

The leader of this group of rioters were in front of the state guard that had fixed bayonettes [gestures] and deployed in the street right in front of me, and the leader of the group went between two state guards, pushed the rifles aside and said,



Koshland: "See fellows, there is nothing to it." That's how good the state guard was. They were afraid to shoot! But the lieutenant there told them not to shoot.

Then after that for sixty nights I walked beat. None of those policemen ever got back on the enrollment.

Dorfman: They did not, they were never rehired?

Koshland: They were never rehired. It was a different situation in San Francisco a few years ago.

Dorfman: Yes, very.

Koshland: Well, that takes care of that.

## XVI FURTHER REFLECTIONS ON HOSPITAL PLANNING AND SOCIAL WELFARE

Dorfman: You were next going to discuss the district hospital legislation in 1955 in Sacramento. What happened there?

Association of California Hospital Districts

Koshland: It was probably earlier than 1955. The name of the organization was the Association of California Hospital Districts. These special hospital districts were made possible by the Hill-Burton national law, Hill-Burton in 1944. The first hospital rebuilt under that program was a hospital in Taft, California. That's near Bakersfield. They did everything wrong. In the first place, the hospital board was a politically appointed board by the board of supervisors in Kern County. This man had made a survey for them, what they called a survey anyway, and they liked him. He became the first administrator and everything that could be done wrong was done wrong, which gave help to the people who were afraid of the district hospitals--that this was the way to socialized medicine.

A Legislative Advisory Committee

Koshland: They figured that because we were a public body--independent public bodies--we could undersell in fees the district hospital through public bodies and it would be the way to socialized medicine. So everything went wrong. By 1955 when the legislature was in session, those of us who were active in the district hospital movement--I had been suddenly made chairman of the legislative committee which really meant in this case the legislative advocacy committee.

Koshland: I didn't know anything about legislative process whatsoever-- nothing--but I was nearer to a big city where most of the district hospitals were out in the rural areas. So I was picked to be chairman of the legislative committee [laughs] and I went to Sacramento. I spent the better part of four months off and on going back and forth to go to the hearings of the public health committee.

Dorfman: This was 1955?

#### A Legislative Victory

Koshland: That was 1955. There were a dozen bills in the legislature at that time, mostly sponsored by this man, Pat Kelly, from Kern County, an assemblyman. They wanted to put the district hospitals out of business, put so many clamps on them through this legislation that we wouldn't have been able to operate.

Both the California Medical Association and the California Hospital Association had permanent lobbyists up there and they were for these bills. And we had to fight these powerful lobbies.

Pat Kelly put the bills in the legislature for passage, but we had a committee. We hired a lobbyist. We found that that was necessary.

Dorfman: What was his name?

Koshland: I forget; he did his job. It came up to a final point after four months of hearings, the bills were going to come to a vote. It was in the committee of the assembly, the public health committee. We got there that morning and found out that there is a legislative process trick which naturally I knew nothing about. Overnight, Pat Kelly had withdrawn all of his bills and got another assemblyman to reinstate them. So that caused a delay. But in the meantime, he had heard so much about what we did in the committee when we knew this was coming to a vote, the day before, we got representatives of all of the district hospitals--most of them--to come to Sacramento and speak to the assemblymen and threaten to throw them out of office if they didn't kill all of these bills.

So here were bills that had been thrown out, the same bills that had been reinstated. A vote was taken and we were sustained entirely. Pat Kelly was scared of his political life and really had telephone calls right and left. We engineered some of this by getting them [assemblymen] at home beforehand, but when it came to

Koshland: a vote we had representatives of all of the district hospitals in Sacramento. So we licked them. I remember this fellow Salisbury was executive director of the California Hospital Association. He came over to me afterwards and said, "You win!"

Dorfman: Which were the organized groups that opposed the legislation? Were there organized groups lobbying against this legislation?

Koshland: We were. Our group was the only group that was fighting it.

Dorfman: So that was a brilliant piece of--

Koshland: It turned out okay.

### Involving the Professional Staff

Koshland: There was a doctor at Peninsula Hospital, Carl Hoag, who was remarkable. He was great, but then two or three years after we were going, the medical staff wrote a letter to him and came to our meeting and recommended that when Dr. Hoag was no longer able and willing to serve, they would like to recommend someone else to the board. We knocked that down because on a five-man board, to have a captive member means you only have a four-man board.

And there's another device involving the professional staff, namely, the joint conference committee which is mandated by the Joint Commission on Accreditation. Its purpose is to permit consideration of medico-administrative matters, but not limited to them. The committee is made up of two or three members appointed by the chief of the medical staff and a like number of the board of directors, plus the hospital administrator.

Generally speaking, to me, hospital boards are comprised anywhere from twenty-five to fifty members. This permits the utilization of all board members on committees.

Membership on the board by a member of the medical staff is not necessary. In order to assure proper communication between the board and the medical staff, the board should insist upon the attendance of the chief of staff at all board meetings. This enables the medical staff to participate in all board decisions and to enable the medical staff to make recommendations in an official manner. Likewise, this general communication permits the board to function with a full knowledge and cooperation of the medical staff. A further device to assure the best relationship between board and staff is to have medical staff representation on every board committee. These representatives of the medical staff should be appointed by the chief of staff.

Koshland: This has been the arrangement at Peninsula Hospital for several years and seems to be quite successful even though a district hospital board of five members does require multi-committee membership by board members.

#### Earlier Administrative and Medical Abuses

Koshland: By and large, you speak to people on boards of directors and they don't know what's going on. They are satisfied that the administrator is doing a good job. He may be and he may not be. I could cite you cases to my knowledge where the board didn't know what was going on. Mt. Zion is a case. The chief bookkeeper was a man named Wood, a very nice man.

This goes back to the thirties, that decade. Whoever the administrator was had left. He was disliked by the board, he was disliked by the professional staff, he was disliked by his employees. They put in his place the man who had been the chief bookkeeper there who was nothing. He was merely a tool of the medical staff. That is one case.

There was a case of two brothers who were doctors who were in Contra Costa County. They were in the operating room in surgery--in surgery while it was going on, the two brothers had a fist fight. I got the president of the California Medical Association and told him about it because it happened to be a district hospital in Contra Costa County.

Dorfman: Which hospital was that?

Koshland: It was the one in Richmond, San Pablo. A terrible thing. If this had been made public, there would have been howling to do away with the district hospitals. So I got hold of the president of California Medical Association and asked him to look into it. They finally did.

Dorfman: What was the result?

Koshland: I forget the ultimate result. The brothers were disciplined, I'm sure.

Dorfman: Do you remember their names?

Koshland: I would rather not tell you. I'm not sure of it.



Dorfman: What resulted when this bookkeeper replaced the administrator at Mt. Zion?

Koshland: They finally got him replaced. I guess that's when Mark Berk came in. He was an outstanding find, an excellent man. He died too early. When he was president-elect of the American Medical Association he was in fair shape physically. After he became president, he died a few days or months after taking office. He had leadership qualities, fine leadership qualities. He knew his business. I disagreed with him on some things. The American Medical Association used him to go to Washington for legislation in the hospital world. He died too young.

Added Thoughts on the Mt. Zion Hospital Study

Dorfman: On what issues did you disagree with him?

Koshland: I know he put through a study that was made. I spoke of this earlier. Twenty-five thousand dollars was put up by 1964--I think it was 1964 or I'm within one year of being correct--jointly by Mt. Zion Hospital and the Jewish Federation to make a contract with the Stanford Research Institute to study the Mt. Zion program. They studied the structure of the program. They took a year. Dr. Mark Blumberg was the man at the Stanford Research Institute who made the report, gave the report, a volume that thick. [gestures thickness]

It was a splendid, thorough study with certain recommendations. I was on the joint committee of the federation and Mt. Zion Hospital to handle this thing and then make recommendations, to consider the report and do something about it. We had several meetings and went around one by one. Walter Heller was chairman at that time. He was president of the federation and I guess he was co-chairman of the committee.

After we had all digested the report, we went around one after the other, "Are you in favor of implementation without going into specifics?" All around the board, including Berk, they all said yes. They did nothing but put it on the shelf. They never did a goldarned thing about it.

Dorfman: So you were for the report--

Koshland: I was for the report.

Advisory Council to State Commission on Aging, 1975-1977##

Dorfman: I would like to ask you now about your work with the Advisory Council to the State Commission on Aging. That, I understand, took place between 1975 and 1977.

Koshland: It sounds about right to me.

Dorfman: What kind of work did you do with that organization?

Koshland: It was purely an advisory council. In 1965 the federal government passed the Older Americans Act which made monies available to the states to do certain things in the health field, to develop certain programs that emphasized nutrition, and then you had all of these other categorical groups to consider. The state then developed an organization whether it had this commission on aging I doubt. The State Commission on Aging, which itself was purely an advisory body to the state department on aging. Who was the man who was a top critic and a very good man in Sacramento, one of the Posts--Alan Post it was, in Sacramento having to do with budgets.

He came out and he had the legislature with him. It was unwieldy the way it was organized. The state commission was made up of fifteen people or more. The advisory council was made up of around thirty people perhaps from all parts of the state. I went along with their recommendations. It was on an advisory group to an advisory group. What the state ended up doing--so the Advisory Hospital Council went out of existence and they increased the size of the commission itself from whatever they were to twenty-five. In my opinion, they would have done much better had they made a state commission of about nine people and [had] an advisory group. They could appoint their own advisory group throughout the state with a large number of people involved.

Dorfman: When did they disband? Was it about 1977?

Koshland: Whatever I wrote there is better than my memory at the moment.

## XVII ORGANIZATIONAL MEMBERSHIP

Dorfman: I also wanted to ask you about your activities on the University of California Alumni Council. You were a member of that council from 1975 to 1977 as well.

University of California Alumni Council

Koshland: Well, it simply was that every university has an alumni association. This alumni association has been built up over recent years. Now it's a factor. Each of the nine campuses at UC had its own alumni council. But this one is purely the California Alumni Council and that's for Berkeley. Just the usual activity, nothing unusual about it. They worked with the chancellor, a rapport between the council, the chancellor, and the president of the university. They have certain programs they carry on trying to inspire the alumni to have faith in and loyalty to their alma mater and support it to the extent possible. But now about seven or eight years ago, I think, or six or eight years ago, they formed a separate foundation, the University of California-Berkeley Foundation. So wisely they took away from the alumni council the fund raising program. Dick Erickson, who had been the executive director of the alumni council, became the executive director of the foundation, the UC-Berkeley Foundation it's called, and the alumni council concentrated on other matters.

Dorfman: What particularly did the council concentrate on, what kinds of issues, goals?

Koshland: Developing a membership and trying to get them to come back, whether it's to come back for a football game or whatnot, to develop programs that would have the alumnus take an interest in his alma mater. Unfortunately, they never had until fifteen

Koshland: years ago I'd say roughly, never had recognized the potential value of an alumni association. It was only during the last fifteen years I'd say that the alumni association has grown and become the factor it should be. The membership of the alumni association, which is about sixty thousand, is only a third of the alumni who should be members, not thinking of the monetary part; just recognizing their lack of interest after they get out of college.

Dorfman: What would you say is the importance of building that alumni association?

Koshland: Trying to get former students to come back to the university, to contribute to the university and in more recent years also to help in legislative matters.

Dorfman: Was the alumni council interested in any way in changing the direction of the university?

Koshland: No.

Peninsula Hospital and Medical Center Foundation' Trustee

Dorfman: You have also been a trustee of the Peninsula Hospital and Medical Center Foundation since 1979. What have been your activities in that foundation?

Koshland: Oh, they are very small. A doctor named Martin Cohn died and his family gave money for aid to nurses and employees who wanted to improve themselves professionally, and then another contribution came in. So they formed a foundation all for the benefit of the employees who wanted to add to their educational experience. It's a very small matter.

Dorfman: So this foundation then permits those educational opportunities?

Koshland: Yes, a nurse comes in and she's an LVN and she wants to go to school and become an RN. We have lots of applications and we decide which are the most worthy. It could be in any department of the hospital--not only nurses--any employee who wants to go to school and improve himself. So this money builds up. They collect from the employees every year now, I think, on a voluntary basis.

Dorfman: It sounds much like a scholarship foundation.

Koshland: Very much so, on that order, yes.

Peninsula Golf and Country Club

Dorfman: You also have been a member of the Peninsula Golf and Country Club. What have your activities with that organization been like?

Koshland: It was Beresford Country Club, originally a Jewish club. You have that picture?

Dorfman: Yes, I do.

Beresford Country Club

Koshland: All right. It went downhill constantly as Beresford Country Club.

Dorfman: You were president of that organization from 1937 to 1939.

Koshland: Yes.

Dorfman: What happened? Why did that go downhill?

Koshland: It was mainly San Franciscans who had built it in the beginning and country clubs were novelties at that time. My father was on the board of directors, I believe, of maybe the first board. I'm not sure. They finally got a piece of ground here, I think about 150 acres and started the country club. But they were mostly San Franciscans who would come down here by train. Automobiles and roads weren't so advanced in those days. So you came to Burlingame by train and took a taxi up to the club. But relatively few of the members played golf. Quite a few did. They had tennis also and a swimming pool. But interest went down and on top of that they were very snooty and that's what killed the club. So therefore, at the end of the war period--I mean before the war was over--a group here of the Beresford Country Club people invited non-Jews into the club. In effect, it was a sectarian club.

Dorfman: What you meant by being snooty?

Koshland: There were among the members a few families whose parents came over one boat earlier than the others--just snobbishness in the extreme! Perfectly good people were kept out of that club. It went downhill and it had very few members when I was president. So we rectified that by making it a general community affair--wide open. It's a good, flourishing concern today. But it's non-sectarian.



Dorfman: You are presently a member of that club and it is now called the Peninsula Golf and Country Club?

Koshland: Yes.

Dorfman: Are there any particular activities other than golf that go on at the Peninsula Country Club?

Koshland: Oh, lots of activities. Outdoors, they've got golf, tennis, swimming. But inside they've got all kinds of committees--bridge and dominos--fifteen different committees, different activities. I think there is even an educational one. They have some kind of a forum. It is a good, going concern [with] a full membership.

Dorfman: Do you and Mrs. Koshland participate in the activities?

Koshland: Yes. I don't play golf. My wife plays golf. But in social activities, we participate in them.

#### Concordia Argonaut Club

Dorfman: You also have been a member of the Concordia Argonaut Club.

Koshland: Yes, that's an oldtime club. My father belonged to that. It's a merger of the Concordia and the Argonaut clubs which was accomplished around 1939 or '40, in that period thereabouts. It's a social club with good athletic facilities, including a large swimming pool.

Dorfman: How long have you been a member?

Koshland: I think I joined after I came back from China. I'm pretty sure I was not a member before World War II.

Dorfman: And it is a social club? Do you attend many functions there?

Koshland: No.

Dorfman: What kind of activities have you participated in at the Concordia Club?

Koshland: I go there for dinner once in awhile. I go there for lunch once in awhile. If we are in town for dinner, I go to the club and relax there. I might have a swim. My wife will call for me then for going out to dinner.

Commonwealth Club of California

- Dorfman: All right, let's go on to your membership in the Commonwealth Club of California. What can you tell me about that membership?
- Koshland: That is a broad membership of about 14,000 members and you are familiar with its operation. We don't have to go into that. When Murray Draper was president, he asked me to be secretary.
- Dorfman: What year was that?
- Koshland: I would say in the early seventies, for one year. It was Judge Murray Draper. [spells first name]
- Dorfman: What were your activities during that year when you were secretary?
- Koshland: Very few. This goes back to 1903 when the club was formed. Father Adams--I think it was Edwin Adams--I think he was an educator. I'm not sure. He formed the Commonwealth Club as a forum to hear speakers and make studies. It's a going concern today. It does very well.

An Attempt to Change the Bylaws

- Koshland: What they did to get the thing started was most peculiar. It's all wrong in my opinion today. They elect members of the board of directors. Then they say to their president, "You can name your own secretary and treasurer." That's antiquated legislation. They wanted to develop prestige. So when I was secretary--Murray Draper asked me to be secretary--they were surprised I attended meetings. They didn't expect me to attend meetings. I asked that they reconsider the bylaws so the secretary and the treasurer are members of the board. They reconsidered and turned me down.
- Dorfman: Oh, they did?
- Koshland: Yes, [it was] silly! Not good organization.
- Dorfman: What other ways did you attempt to change the organization or the bylaws of that organization?
- Koshland: None.
- Dorfman: Were there any other issues at that time?

Koshland: Bear in mind, they have about twenty-five different study groups--sections. Over the years (not recently, but over the years) I've participated in some of these sections. There has been a lot of controversy within the sections. They have good, healthy meetings and all that. But the reports are not necessarily good reports because they don't go into depth thoroughly in any subject. I don't want to fault them by saying this. I was in the immigration section in the thirties. I took an active part in it. When it came to a final report, one person wrote a tentative report for us to digest and edit. I wrote a couple of paragraphs: "It is recognized that in this study there has been no attempt to bring out any data or immigration figures," and some other thing that was not included in the report. Stuart Wart was then the executive secretary. He said, "Bob, that nullifies the value of this whole report." I said, "That's just what it deserves."

Dorfman: How was that met?

Koshland: That ended that. The report was no good and furthermore, a man, Charles Goëthe from Sacramento, was one of the proponents of changing our laws there. He was afraid of miscegenation--he was a racist--mixed marriages. He felt only the cream of the crop of the Aryans should be permitted in this country. I had a lot of fun with him at these meetings. We disagreed all of the time. He had respect for me and I had respect for him as a gentleman, but he just had these old ideas that the country was only for Aryans.

Dorfman: Were there other studies of particular interest in which you participated?

Koshland: The last one in which I participated was on national health insurance and the report again was fairly voluminous, but the board in my opinion properly turned it down. It showed all of the thirteen different structures presented to the Congress from Kennedy's at one end to another type at the other end. It dragged on for months and months with fair attendance. But when we got through with it, it wasn't a report that was worthy of being called a report. The board of directors turned it down which I think was right.

Dorfman: Was there anything else of interest within the Commonwealth Club that you would like to talk about?

Koshland: No.

Dorfman: What is the purpose of the Big C Society?

Koshland: Primarily it is for people in athletics who have had the Big C. Well, I never had the Big C. I had a small C. I was in swimming. It was a minor sport. Five years ago they changed their rules from a Big C Society to include the little C guys like me. Now they have annual and some semi-annual meetings. They have a golf day and then they have a banquet. But I'm not a golfer. I don't know these individuals. I would be a complete stranger going to a meeting.

Dorfman: So you have not been participating?

Koshland: No, that's my fault, not their fault.

Dorfman: Let's come next to your work as a trustee of the Hillsborough School Foundation. That was in 1979.

Koshland: That activity will cease come June 30.

Dorfman: Oh, why is that?

#### Hillsborough School Foundation

Koshland: Is it the Hillsborough School Foundation you are talking about?

Dorfman: Yes.

Koshland: They only organized it a year ago. As a result of Proposition 13, schools throughout the state had been hurt terribly. So the Hillsborough people have a school district there. They have tried to have higher standards in their curricula. So they formed a foundation and I was asked to be a member of the foundation. I reluctantly said yes because a very good friend more or less insisted that I do join. So we just put over a drive to raise money, a very successful drive. That's good for Hillsborough children, but how about the few other school districts throughout the state that are now moving in to do the same thing. But it's wrong, it's wrong in principle. It's all right to do it if it is expeditious at the present time, but it's the responsibility of government to provide education for its people. Here again, you have an affluent community where you can raise money for the education of its people and you have the law which is supposed to help people in rural areas who can't afford it. So it's all right for the moment, but it's all wrong in the long run.

Dorfman: And you feel the effort perhaps was too localized?

Koshland: It's wrong.

University of California Alumni Association, Secretary of Class of 1914

Dorfman: Now, you received a citation from the California Alumni Association in 1979 and it was of your class that you were secretary, is that correct?

Koshland: Yes, I was and am secretary of my class. I was never secretary of the alumni association. That clarifies that.

A Citation Awarded

Dorfman: Yes. Tell me, on what basis was the citation awarded you by the California Alumni Association?

Koshland: Over the many years--I first established the freshman scholarships. I was chairman for San Mateo County. On occasion I went to other towns. I've gone to Sacramento in the interest of the university with other people. I can't see any good reason. I've been secretary of my class.

Dorfman: You have been secretary of your class for how many years?

Koshland: At least forty.

Dorfman: That may have had something to do with the citation as well.

Koshland: Because in other words, I've been around a long time! [laughter]

Dorfman: I suspect it's for your activity as well as the length of it! Now, I have some additional questions that I would like to ask unless there is something you particularly wanted to add at this point. [tape interruption]

Koshland: Disaster relief, we've covered that?

Dorfman: No, I don't think that we covered your work with the Red Cross. You told me that that was about the period of Pearl Harbor. Why don't you tell me about that? How did that come about?



XVIII AN IMPORTANT CONTRIBUTION, SAN MATEO CHAPTER, AMERICAN  
RED CROSS, 1941

Koshland: I was chairman of the disaster relief committee of the San Mateo County Chapter of Red Cross. I put in part-time organizing it until Pearl Harbor. Then I put in full time.

Dorfman: I imagine it was a full-time job.

A Plan for Disaster

Koshland: It was. San Mateo County had its population scattered in at that time fifteen or seventeen incorporated communities. So I developed a program in each of these communities. It was a coordinated program. It's all very good and nice on paper. Whether it ever would have worked remains to be seen. In any disaster relief program, you have got to recognize this, whether it's a wartime disaster or peacetime disaster. If it was a real disaster, I would assume that a third of the people who accept the responsibilities for doing things in a disaster would be killed or injured or taking care of their own families or would not report for duty. That's one of the things you've got to look out for when you see a nice blueprint of a disaster organization.

I tried to build this thing up so there were three people in every major job. If one of the top men didn't show up, the second man would within each of these seventeen incorporated communities. We built that up and about 3,500 people signed up throughout the county. Stretchers were made by Jefferson High School for a dollar and a half apiece of canvas and wood to put in hospitals and schools.

We had stretchers in all the schools in the county. So if we had a big disaster, people would be out on the ground floor or out in the open lying on these stretchers for hours. So we

Koshland: developed a comprehensive program to meet health and social needs. In May of 1942 I left to join the service and said good-bye to Red Cross to join the air force.

## XIX PHILOSOPHY AND FAMILY

Thoughts on Recognition##

Dorfman: You were going to add some comments here.

Koshland: I don't believe in having my name on a letterhead unless I am doing my share of the work. It's easy to get your name on a letterhead of a board of directors. In any event, I think that so far as the volunteers are concerned, I have had a fair field of experience with unemployment relief. I did a full day's work in unemployment relief and in disaster relief and by and large I have had the benefit of that experience, not just sitting up high on a board. Through this type of activity, I have had much to do with professional people in the social work field and in the hospital field. Some of my best friends--have been professionals. I have great respect for the professionals. I have my differences of opinion about some of them.

Unfortunately due to circumstance, they tend to become too parochial and not ready to move in terms of what is best for the entire community. You see this in the hospital field now in particular or hospitals that have low occupancy. St. Joseph's is going out of business in San Francisco. Children's Hospital and Presbyterian have set up a temporary center for an ultimate merger. You need knowledgeable people. But most of the people don't work with the executives as they should in my opinion. I think I can say truthfully that I have gotten along with executives all of my life. I have worked with them--period.

Dorfman: Your reputation certainly is as an expert in lay hospital planning and your participation, as you have said, you felt should be a practical one and your experience has evidenced that. Can you tell me, Mr. Koshland, what has been the reward of your years of community activity as a volunteer?

Rewards of Devotion to Community Work

Koshland: I have a sense of gratification that all my efforts may not have been completely useless. I've had a sense of responsibility to the community in which I live. I try to hold up my share in the way of activities. I've been able to give personal activity and be involved, which has been to my advantage. I was born with a silver spoon in my mouth. My family was fairly affluent and I don't want to disappoint the hopes of my parents. My life has been enriched very definitely because of my activities. My interest today is still in the things in which I was interested years ago, more particularly at this moment in the health field.

But when you see some action coming out of all of this, you have a sense of gratification. My life is a happier life than any number of hundreds of retired business presidents who vegetated and have never been prepared for community involvement. It's too late for them to get into it now. They are only playing golf or working in their garden instead of contributing time that they could well contribute to the community. That's where we have failed in this country. Now the big corporations are moving in this direction. I could name one or two names. But much has to be done to prepare people for senior life. By being involved in these things that I have been involved in or similar things, a person can be not only useful to the community, but certainly make his own life a more satisfactory one.

Dorfman: On the other hand, what have been the disappointments in such a lifetime of community service?

Koshland: I have been a party to too many studies whose recommendations have never been implemented. That is one of my gripes.

Dorfman: Do you feel that that is to be expected, however, that a certain number of disappointments in studies--

Koshland: Well, there are so many forces, internal and external forces, in any organization. I remember when I was president of the Bay Area Welfare Planning Association which covers the five counties of the Bay Area, the same as the Community Chest, we jointly sponsored a one-day meeting. I think it was out at the state college in the city--the Community Chest and the Area Welfare Planning Federation. After a general talk, the rest of the day was spent in workshops. I was chairman of a workshop and I forget what it was about. There were about ten or twelve people at the most in the workshop.

Koshland: Without regard to the study, the first thing I found out was that-- and these were professional people and a few lay people, put out certain questions, and I was very disappointed in the professional people in particular when clarifying the child care field or family service. You should know where you fit into the general program in the community. How many people are unemployed? How many people need relief? How many people, this and that? What is the total picture? Where does my agency fit into the picture? To what extent is it doing its share of the job or is its philosophy wrong, like in the child care field where you move from institutional care to cottage care to foster care. I was very disappointed and wrote about that when we were asked for critiques after it was all over.

People by and large became devoted to the agencies with which they were affiliated, whether it was volunteer or professional. They didn't realize that there are other agencies, perhaps in the same field, doing the same thing, and none of them can see the whole picture entirely or know about the whole picture; too much ignorance.

Dorfman: Perhaps self interest which resulted in--

Koshland: To some extent the self-interest would come into it. If a person is an executive director of an organization, he is going to do his best to build up his own image which is logical. It's human nature. But when it comes to jeopardizing his position by changing the program to something that is a bit more definitely meeting a community need, then I think they fail to some extent. By and large, in social work in the community professionals are a splendid group of people.

Dorfman: I would like to know, in your opinion, how you think the Koshland family has changed over the years. For example, [what are] the changes from your parents' generation to you and yours to your children's perhaps and to your grandchildren's.

Koshland: Do you mean how has the Koshland family measured up?

Dorfman: How have they changed?

Koshland: I can only go back to my parents really. So far as my grandparents are concerned, they came here in the early days. My father was far less active in the community than my mother. My mother was very active. My mother and father had three children. I'm happy to say all three children were involved in the community and I don't think it is a black mark against any of them. [laughs] Does that answer your question?



Dorfman: What changes do you see between the family generations?

Koshland: Do you mean in their activities?

Dorfman: Yes and perhaps in their thought and their goals.

Koshland: I don't think--it's not a criticism. I'm making an observation. My parents went into activities--welfare activities, community activities--and developed a parochial interest in those activities. When I came along--when my generation came along--we were developing social service as a profession. It was a new profession. So we of my generation had the benefit of professional advice that my parents didn't have.

So far as the family is concerned--or I'll take my generation, my grandfather's children on the Koshland side--they have all been active in the community. When it comes to their children, there may be a difference. There may be a dilution. But so far as my cousins are concerned, my sister and brother and all my first cousins, every one of them was active in the community--and not all named Koshland, the sons and daughters who married others. Does that answer your question?

Dorfman: To some extent. Do you see your grandchildren as involved, perhaps in a different way, but as socially concerned as your generation?

Koshland: I think generally speaking my grandchildren will develop, as I see them, a desire to be involved. I feel that to be the case. They have had the examples the same as we--my brother, sister and I--had the example set in our home. My grandchildren have seen that to some extent in their homes. Now they are married and two weeks ago--what is today, Wednesday?--two weeks ago today, I became a great grandfather!

Dorfman: Congratulations, that's marvelous!

Koshland: And in another week or two weeks I'm going to have another great grandchild. So I can't speak for them!

Dorfman: No, certainly, but I was interested in your observations. To what extent do you think that the rapid pace of today's life, which makes many demands on all of us, to what extent do you think that rapid pace might limit your grandchildren in the richness of life?

Koshland: Well, I think the rapid pace is bad for all of us. In the old days, the family got together very often, the total family. Now they are spread out so, they don't have the same social reaction. Each of my children went off to his or her own way. They made

- Koshland: their own friends. They got married to their friends, they had children, and they don't see each other as much as they would have fifty years ago. My children--just my wife, myself and our children--don't see as much of each other as we would have seen of each other fifty years ago.
- Dorfman: I see, so you feel that it has generally changed?
- Koshland: The automobile and the airplane have done their damage.
- Dorfman: Indeed. Let me ask you how you think you are different as a person today than you were years ago in your early years? How have you changed?
- Koshland: Well, I knew everything that was wrong years ago! Now I figure there are two sides to every question. I'm not as ready to jump to conclusions. I hope I haven't gone backwards.
- Dorfman: What would you say has been your greatest joy?
- Koshland: [pause] It helps my ego to come into a place like this and feel that I was being accepted by the community and respected by the community.
- Dorfman: That certainly is understandable. Do you mean the Peninsula Hospital itself? [Robert Koshland nods yes] Your greatest disappointment or your greatest sorrow, what has that been?

#### A Prolonged Disappointment

- Koshland: To take your decision-making bodies to move in and do something where you spend money and time and energy for studies to be made in the health and welfare field with which I am acquainted.

For instance, two years ago I was appointed by the board of supervisors as a member of the group. The advisory councils were going along with the board of supervisors. You have drug and alcoholic programs and agencies and half a dozen different advisory councils which were burdening the board. They decided to appoint a committee to come up with some recommendations that would ease their lives in that respect. We put in seven or eight months at least. It was a battle royal because there were too many people on this committee who were agency oriented and couldn't see the community attitude.

Koshland: We came out with a program, which I might say immodestly is represented in large measure in my thoughts and philosophic background. We got the board to approve it and to pass a resolution approving it. They took a long time, as I recommended they should, in appointing people to this group, this nine-man group, to advise among all of these advisory councils and activities in the health and welfare field. We recommended the formation of a commission which would be directly responsible to the board of supervisors.

I haven't heard a word about it and I don't know what is going on. A lot of good people spent a hell of a lot of time--excuse my French! That disappoints me. The Mt. Zion-SRI situation--that hurt me a great deal inwardly. When I think of all the time this man Mark Blumberg of SRI [Stanford Research Institute] spent to account for a volume this thick. [gestures thickness] I've spoken to the present president who is a very good friend of mine. [I said], "Have you seen that report?" No, he knew nothing about it. He is an outstanding, splendid person. They buried it there in Mt. Zion.

Dorfman: Why do you suppose it was buried?

Koshland: They've got problems at Mt. Zion the same as every agency has problems. They are particularly difficult for the tremendous program that they have to satisfy all people going into new areas in their activity, being a part of the community. They do a splendid job, one of the outstanding hospitals in the city. But they should be willing to listen. The medical staff has too much influence.

Dorfman: You also mentioned the difficulty in fund raising within the Jewish community if activities and service was to be presented on a broader scale to the general community.

Koshland: Sure. I'm happy to note in this interview, have you see this book--have you seen this book that just came out? [holds up book Architects of Reform by F. Rosenbaum] I'm just about finishing it; I'm up to the last--

Dorfman: Oh, yes.

Koshland: You've seen that?

Dorfman: Yes, I have.

Koshland: I've just read--I was reading this morning in bed and I recognized Mt. Zion mentioned. The author recognized the fact that while the majority of its patients at Mt. Zion are non-Jews, it is funded

Koshland: by Jewish Welfare Federation. You take doctors, all over. Someone had the crazy idea and went to Mark Berk in San Francisco about establishing a branch of Mt. Zion down here. I went to a meeting in San Mateo and told Mark Berk to lay off. He was playing with the idea. He said he would not build one, but he had enough pressure brought to bear by a few of his fellow expansionists by nature.

Dorfman: But that never came to pass?

Koshland: No. Now take this Peninsula Hospital which has been in existence since 1954, and the medical staff has elected Jews as chief of staff four times. It was justified years ago to have a Jewish hospital because San Francisco's Jewish doctors could not get appointments to the medical staffs at the other hospitals. That has changed. So the Jewish doctors can go, if they are qualified, on any staff really and patients go to where it is more convenient for them. The fact is that people go to the hospital where their doctor is on the staff and, secondarily, where the hospital is most convenient to them. This is what is brought out in the SRI report.

Dorfman: How would you define your spiritual life?

Koshland: Be more specific.

Dorfman: How do you feel, for example, about God. You have expressed your feelings about religion or belonging to a temple. But we haven't talked about your feelings about God.

Koshland: [laughs] Yes, I'm from Missouri--you've got to show me! I'm not a person who believes in a god.

Dorfman: What is the most important thing that you would pass on to the younger generation, to your grandchildren and to your great grandchildren, the one just born and the one expected.

### Personal Philosophy

Koshland: I would say that in the long run, honesty is the best policy and in the short run, too. I didn't mean to phrase it just that way. Honesty is the best policy and the truth is the best policy. You've got to have the respect of your contemporaries and that is based upon integrity and truth. That is what I pass on to my children; would pass on to my grandchildren. It has come up once or twice in discussions. You are not going to get any place, in my opinion, in the community unless you are honest and truthful. You must have the respect of people.



Future of Judaism

Dorfman: How do you see the future of Judaism?

Koshland: Of Judaism? [pause] It all depends upon the, I would say now, it all depends upon the vitality and existence of Israel. I'm not a Zionist. I never was a Zionist. But now that the state is here, it must be kept alive and permitted to find its own place. That's certainly a long, long struggle; a long struggle.

Dorfman: Do you feel positively about the outcome of that struggle?

Koshland: No.

Dorfman: Why not?

Koshland: Because I see too many forces which are operating toward a war right now. I think they will go to the brink and hope they will not go farther. I guess John Foster Dulles went to the brink. I am for a bigger defense effort, not that I believe in this sort of thing, but it is the only chance we have to save what we've got. When you give in to the Russians we'll be worse off. But I see nothing but a devastating war ahead. But not necessarily tomorrow. That can be some time off.

Dorfman: I would like to ask you also, did you find generally that the people with whom you worked in your volunteer service behaved for the most part ethically?

Koshland: Yes, yes, definitely. I have been fortunate. In these associations in the health and welfare field, you have got, by and large, good people. I don't recall any incidents where I would be ashamed of something that was done by somebody.

Dorfman: Your family has been involved in a musical way, both in the appreciation and support of musical efforts. Has this been true of art as well?

Koshland: Art, no.

Dorfman: Why not?

Koshland: I was never, as long as I remember exposed to art. I was exposed somewhat to it. But I never took to it. I've gone through all of the museums from the Louvre to all of the others in the world, you might say. But I look at a picture and unless someone is there who is knowledgeable and tells me what it is all about, I don't



Koshland: understand. I went to Rome to some galleries. Jimmy [James] Ackerman, who is the son of Mrs. Lloyd Ackerman, Sr., is the head of the American College Art Department in Rome. We took him and his wife to lunch and at the foot of the Spanish Steps--are you familiar with that area?

Dorfman: No, I am not.

Koshland: The art galleries extend for about a block or so, all very small. Here is a man who is a professor of art at Harvard University spending part of his time over at the American College in Rome and all of this modern stuff. We would get to a picture with a lot of lines drawn this way and that way and I would say to him, "Jim, what does this represent?" He would say, "Well, I think he means--" And he would give me an explanation I don't understand. I don't understand any art that is not representational. Even when it is representational, I can't appreciate [it]. I've gone through galleries with a guide and if a guide will tell me to look at this and look at that, I will begin to have a slight understanding. But I never have been active in the arts field. I was asked to go on a museum board and I turned it down years ago. I didn't feel qualified in any way.

My sister is active. My brother never was active in the arts, but my sister is. She is on the board of the Asian art group and at the Palace of the Legion of Honor.

### Values

Dorfman: Lastly, to what extent do you think that family goals were achieved, such as in regard to position in the community?

Koshland: Do you mean my entire family?

Dorfman: Yes.

Koshland: Well, you never achieve a complete achievement of a goal. You are moving toward a goal and as you move forward, the goal moves forward, too. So I can't say you've achieved any goal. You have achieved a certain amount of recognition of something worthwhile.

Dorfman: Was modesty an important quality within the family from the time you were a child?

Koshland: You ought to ask that of someone who is not a member of the family! I can't answer that. I don't recall any members of my family ever shouting from the housetops about this or that or complaining or making a lot of noise about it.

Dorfman: You certainly are a modest person, modest about your achievements.

Koshland: Such as they are!

Dorfman: You see! Well, this has been a most rewarding and a most interesting interview and I am certain it will be of much value to authors and scholars who will read your work in the future.

Koshland: I don't know if anyone will ever read it, but I am grateful to you and The Bancroft Library et al, for including me.

## XX THE ROBERT J. KOSHLAND FAMILY

[Interview 8: June 1, 1981]

Dorfman: Today we said that we were going to discuss your children and your family. You and your wife had three children. What kind of people are they?

Koshland: Well, my son died in 1972. He was chief of personnel at Levi Strauss & Company and worked his way up. He had a fine character, but he ended his own life. He and his wife had an unhappy marriage. His wife wasn't happy and so they were on their way to getting a divorce when he died at the age of fifty.

Dorfman: That is tragic.

Koshland: Those things do happen. He really had a fine character. I have no complaints about him at all.

Dorfman: What was your relationship with him like?

Koshland: I think it was a reasonably close relationship between father and son. I don't recall any serious issues, none I can think of.

Dorfman: What was his boyhood like?

Koshland: He went one year to San Mateo High School and then after one year he went to Exeter in New Hampshire. He graduated from there in 1939. So he wasn't at home. Then when he came back here after Exeter, he went to the University of California. He graduated there after three and one-half years. That brings us up to '43. He had extended privilege, relating to army service, as a student and then he went into the army. He was never at home you might say from about 1936 until he died. He and his wife had three children.

Dorfman: You had two daughters.



Robert J. Koshland and son,  
Robert M. Koshland. Gearhart,  
Oregon, 1922.



Robert J. Koshland and Delphine Rosenfeld,  
engaged, 1920, spending a weekend in  
Westchester, New York, with Daniel  
Koshland.



Mr. and Mrs. Robert J. Koshland, daughter  
Peggy (Margaret Koshland Arnold), and her  
daughter (Keven Arnold Madvig), Lake Louise,  
Alberta, 1979.



Mr. and Mrs. Robert J. Koshland,  
November 30, 1980.





Koshland: The elder of the two is Peggy, Margaret. She went to the University of California and graduated at the end of '44. That was during the war period that she graduated. Before long she fell in love with a fellow who was a handsome young lieutenant of infantry in combat. They got married just before he went overseas. His name is Robert Arnold. They got married while I was in China. I knew what was happening and I did not approve of wartime marriages. My daughter wrote in no uncertain terms that I was wrong. I had no objection to him personally. From experience, I knew that those marriages didn't work. I knew from hearing daily about wives who became impatient and husbands who felt they had made a mistake. I was concerned about his return. He was expected to be involved in the invasion of Japan, but he didn't go overseas until August of '45. The Armistice came along while he was on a transport going across the Pacific.

They have three children. Kirk who is a bachelor. He lives up in Seattle. He went to high school and finished college. Then Keven her daughter is married to another fellow she met at the University of California in Santa Cruz on that campus. He is now a doctor in residence at Kaiser Hospital in San Francisco--Philip Madvig. [spells name]

Then the youngest one is Michael Arnold who now is working for his master's and Ph.D. He has passed his orals for a Ph.D. He is doing some teaching at the same time. He went to the university campus at Santa Cruz also.

Dorfman: That must make you very proud.

Koshland: He's okay. He is a natural salesman in my opinion. He could sell ice to Eskimos! [laughter] My other daughter Susan was just here on her way to Hawaii with her husband. They are now grandparents. Her two daughters gave birth, one in April 1982 and one in May 1982. One was born while I was in the hospital in April and the other baby was born May 13, the day after I got out of the hospital. So we are great grandparents now to two great granddaughters. That takes care of the family. Susan's husband Bob [Robert] Thede is an admiralty lawyer, a member of a firm in San Francisco, very bright, a brilliant man and his son is brilliant like him, our grandson David.

Dorfman: What were your relationships with your daughters like?

Koshland: I think they were normal. I didn't see them for about three years during the war period when they were of college age. I think they were perfectly normal, average--when I get sick, which has just happened, I have been a healthy individual all of my life--they seem to be very solicitous and concerned which was felt by me.

Values and Expectations

Dorfman: Were you a critical father of your children?

Koshland: Yes, I was critical; maybe too critical. I was disciplined as a boy and I thought everybody should be disciplined, and I probably was too strict. But they turned out okay!

Dorfman: What were you most critical of?

Koshland: Not ideas. I think because I was brought up so strictly in table manners, I was strict about table manners--silly when you think back.

Dorfman: Perhaps not in the context of the time.

Koshland: My mother was a very strict disciplinarian and she emphasized proper table manners and it carried on through me, I guess.

Dorfman: Is something that your children have emphasized with their children?

Koshland: I think they bring them up differently. They are more liberal.

Dorfman: In what ways?

Koshland: They get along very well with their children in every way. Their relationships are good. My younger daughter, who is now the grandmother, that's Susan, her daughter, Suzanne, lives in Salt Lake City. When she came out of the hospital, my daughter went up there and kept house for two weeks. Then the next few weeks later her other daughter had a baby in Walnut Creek here and Susan went over and kept house in Danville for two weeks. She is a good mother.

Dorfman: Yes, a very busy one as well! When your children were younger, how were decisions made about rearing those children?

Koshland: They grew up during a certain age when things were much more liberal and I guess decisions were made jointly. I don't think we made decisions for them. I think we made them all jointly.

Dorfman: With the children's opinions considered?

Koshland: Definitely.

Dorfman: You and your wife shared in the decision-making process?

Koshland: I think so.

- Dorfman: When you spent time with your children, what kinds of things did you do. How was that time spent?
- Koshland: [pause] I'm trying to think. I don't know how to answer that.
- Dorfman: Were there particular roles assigned to each of the children?
- Koshland: No, not that I can think of at the moment.
- Dorfman: What kinds of expectations did you have of each of them?
- Koshland: One thing was when they went through school and had their schooling. They all seemed to get along very well. My son was city editor of the Daily Cal and made the Golden Bear, the senior honor society.
- Dorfman: What year was he city editor?
- Koshland: About 1942. He graduated in '43, so it was during that period of '42-'43.

The two daughters went to school here. Peggy went to the university at Berkeley and Susan went to Stanford. She came along four years after Peggy, but she didn't want to be known as Peggy's little sister, which is a perfectly normal situation. So she went to Stanford and I didn't disagree with her at all. She had good reason and it has made for a lot of fun ever since when it comes to the Big Game. But as long as she was at school in college, after the Big Game there was black crepe paper on her door or my door hung by her or me as the case may be!

- Dorfman: What kind of expectations, aside from education, did you have of your children?
- Koshland: They grew up with a group that was not leisure bound or whatever way you want to put it. They all had ideas that they should participate in the society in which they lived and they have done it. My daughter, Susan, works with the Children's Health Council in Menlo Park. She works there. That is Susan who is now a grandmother. Peggy went through and got a master's degree in dyslexia, learning disabilities. She and two other girls taught in a clinic here after she got her master's degree. But it didn't work out for some reason or another. She is now working in a book store in Palo Alto, but does do a little on the side in the way of-- she has one or two former clients who still come to her for this training for dyslexia. So they are not leisure-bound people.
- Dorfman: When your children lived at home, did they work at all? Did they hold part-time jobs?

- Koshland: Bob didn't. He got through an accelerated course because of the war. That was in '43. Peggy and Susan--well, Susan, after she got out of college, got married then and there and she worked as a social service worker under the county welfare department in San Mateo. So she helped put her husband through college. He is a brilliant lawyer today.
- Dorfman: Were your children, when they were at home, involved in volunteer projects or activities?
- Koshland: You must remember the times, the war times, and I don't recall their being involved then in extracurricular activities.
- Dorfman: They were involved in school activities, were they?
- Koshland: Yes, I think they were reasonably, not in any spectacular manner.
- Dorfman: In athletic activities?
- Koshland: They were active, not too active.
- Dorfman: How were family responsibilities divided among the children at home?
- Koshland: I would say there were none, no particular assignments or particular duties.
- Dorfman: Who were their friends when they were at home?
- Koshland: Schoolmates.
- Dorfman: Any in particular that you can remember that have remained--
- Koshland: They have kept up with some of their high school mates and some college mates, both of them have, the two daughters.
- Dorfman: Do you know who any of those people are?
- Koshland: Oh, I've met them. I know them; I have known them, let's put it that way. I don't see them. I have seen them when they come down here for a special occasion.
- Dorfman: Can you remember their names, any of them?
- Koshland: Oh, if I name one, I will do an injustice to the others.
- Dorfman: Did you travel with your children, you and your wife?
- Koshland: Yes.

Dorfman: Tell me about some of your travels with the children.

Koshland: We took them to Hawaii one time.

Dorfman: What year was that?

Koshland: It was 1937 we went to Hawaii with our children. Of course, we had no grandchildren in 1937. So we took our children to Hawaii on the trip in 1937 and in 1938 we took them up to British Columbia on a camping trip in the famous place on a lake--Banff and Lake Louise. We took them on a week's camping trip out at Lake Louise and instead of sleeping in tents we slept in wigwams. But the funny part of that--the sad part of it was--we never saw the sun for one week. It rained the whole time we were out camping. The girls had their fill of the camp. Bob and I went off and we did fishing in the rain. But the girls didn't take to that. They weren't fishermen. So they had their fill of camping in one week!

Dorfman: Did you and Bob fish often at other times?

Koshland: No, we're not fishermen.

Dorfman: But that was an enjoyable trip despite the inclement weather?

Koshland: Yes.

Dorfman: Were there any other trips that you took with the children?

Koshland: Two years ago we went to Baja California, Cabo San Lucas down there. We took them to Hawaii on my seventieth birthday. That was in '63. We took our three kids to Hawaii with their spouses.

Dorfman: That should have been an exciting trip.

Koshland: Six months ago, Thanksgiving, we went down to Monterey Dunes and had a cottage over the weekend, a good, long weekend.

Dorfman: With the whole family?

Koshland: With the children.

Dorfman: That should have been most enjoyable.

Koshland: Well, they get along.

Dorfman: Have your children ever been politically active?

Koshland: Yes, Susan and her husband were very active for Pete McCloskey here when he first ran for Congress. I got to know him at that time. Peggy wasn't active, but Susan and her husband were both very active.



Dorfman: Was your son active politically?

Koshland: No.

Dorfman: Did any of your children tend to be what might have been considered radical politically?

Koshland: No.

Dorfman: How about your grandchildren?

Koshland: I don't think so. In other words, they are more liberal than I may have been but never anywhere near radicalism.

Dorfman: In what ways would they be more liberal than you?

Koshland: I think they support more liberal candidates. By and large I think we agreed pretty well, but my one daughter Peggy's husband, who has his own consulting business, he used to be with the Stanford Research Institute and then he started out by himself with someone else. He is very liberal I would say, this son-in-law.

Dorfman: How did life at home change when the three children left after they had gone off to school?

Koshland: There was a real change. When the children are out of the house, life changes. We have had a full social life. I can't complain.

Dorfman: What kinds of things did you do socially that you didn't do before or perhaps not to the extent that you did before?

Koshland: I imagine my activities and my involvements in health and welfare activities, I would say I had more time for that. We were brought up in an era when you had servants which my children don't have. We lived in luxury--I did--somewhat as a small boy. I lived in real luxury, so I was brought up in a different sort of environment.

Dorfman: Certainly you were all very shocked and saddened by your son's death. In what other ways did his death affect the family?

Koshland: I wouldn't say it was any other than the normal shock and disappointment and unhappiness and sorrow caused by all this. His widow was here Sunday for lunch a week ago yesterday. We have kept in close touch with her in spite of the difficulties of the times. She has two daughters. One daughter lives in Salt Lake City and is married. The other daughter hasn't found herself yet. Her son is now a freshman at U.C. in Berkeley. He is very outstanding. We have real expectations of him, he is very

Koshland: mature--very fortunately, his mother looks up to him for advice. He is quite mature for a boy who is now nineteen years old. She is very frank and open with him in discussing matters. He is very mature in my opinion. He is a very fine young man. He is just finishing his freshman year at Berkeley.

Dorfman: What is his name?

Koshland: Scott.

Dorfman: What direction educationally does Scott seem to be taking?

Koshland: He was influenced by my nephew-in-law, Theodore Geballe, who is a California grad, who is a professor of physics at Stanford. He took Scott on a week-end or two to Pescadero where the Geballes have a second home. And they also took him on a vacation trip to Canada. They have some small children and Scott fits in. Ted has influenced Scott to go into chemistry. He is a professor of physics. He started out in chemistry and he has influenced Scott a great deal for the good.

Dorfman: So your expectations then might be along these lines for Scott.

Koshland: I wouldn't be surprised. He barely knows my nephew, Dan Koshland, Jr., who is an outstanding professor in biochemistry over in Berkeley. They don't see each other at all. But Scott has been influenced unquestionably by the record of these two, one nephew and one nephew-in-law, both outstanding professors.

Dorfman: So the family has had a strong influence on this young man?

Koshland: I think so.

Dorfman: What would you say was the happiest time in your family life as you look back?

Koshland: I can't think of any particular time because the kids were away a great deal. As soon as they passed the teenage period. I can't point to any particular event or episode.

Dorfman: What did your children do during the summers? Did they go to camp?

Koshland: Some camp, yes. Peggy went to Kleeberger Camp (he was a physical culture professor at U.C., Berkeley. Bob went to camp in the High Sierra; the nature of which I do not recall.

I don't remember them doing any traveling to speak of. I have forgotten, but I should know.

Dorfman: What would you do differently given the opportunity?

Koshland: I would be a better father.

Dorfman: In what way?

Koshland: I was too strict with my children. When they were small, we always had a nurse or someone to take care of each of them. I was too selfish. Every weekend I went to the country club and played tennis. I enjoyed my life, the weekend life, at the country club when I should have spent more time with my children. I have always felt that all these years.

Dorfman: How do your children feel about that? Have you ever discussed it with them?

Koshland: I am sure I have discussed it with them. I don't recall their reactions.

#### Changes in the Generations

Dorfman: How would you reflect on the changes in the Koshland family over the three generations since your parents?

Koshland: The main change I would note is the fact that all of us were very close as first cousins, my father's generation and their children. That's the third generation in this country. We were all very close to each other and we are now to this day. But we are all grandparents and great grandparents and that has dissipated the closeness--I don't want to say closeness because as soon as any one of us is sick, the others rush in. They are all very solicitous. We all feel very close to each other, but don't see as much of each other because we're all grandparents and great grandparents.

Dorfman: So your time is used perhaps differently than it formerly was?

Koshland: We're very--that closeness still remains, although we don't see as much of each other.

Dorfman: So you are still a very cohesive family?

Koshland: I would say so, very definitely.

Dorfman: Have the succeeding generations been as close as your generation?

Koshland: No, no.

Dorfman: So that is a change then.

- Koshland: One granddaughter is married and lives in--there are two granddaughters living in Salt Lake City and married. Five of my nine grandchildren are married now and that draws them to different areas.
- Dorfman: How would you say that your family compared to other families in the area as your children were growing up?
- Koshland: I would say they were probably average.
- Dorfman: And comparing your family with those perhaps of your relatives' families, your cousins' families?
- Koshland: I would say we were all in somewhat similar circumstances, our reactions and activities are comparable.
- Dorfman: What differences might there have been between let us say your family and your cousins'?
- Koshland: I can't think of anything offhand.
- Dorfman: What was the similarity between your family and your brother's family and your sister's family?
- Koshland: I think they were quite similar in experience.
- Dorfman: How much contact with aunts and uncles and cousins and other relatives was there when your children were growing up?
- Koshland: I think the same relationships continued through their childhood. But then as we branched out and the children were old enough to get married, they were bound to draw apart. One thing I always insisted was that I would never want to interfere with my children's lives. When I graduated from Cal, I moved to--  
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- Koshland: When I graduated from Cal, I went to Boston and worked in the family business there. So I had to do with the children of my two uncles that lived there, their children. I always figured if I ever got married, I would let my children run their own show. I wouldn't try to interfere with them.
- Dorfman: As your uncles did?
- Koshland: No, they brought their children up very well, I think.
- Dorfman: Then they were a model for you?

Koshland: They were a model and I figured if I ever got married, I would not be too strict with my children. I don't think my children today would say that I ever interfered with their lives. I was a pretty strict disciplinarian, I guess, and there are limitations to that. But I don't think I ever interfered with their lives.

Dorfman: The next question you have partially answered insofar as your great-grandson, Scott. Were your family members--your children--influenced by other family members and who might they have been?

Koshland: Scott you've got. I don't know of any other cases.

Dorfman: Were your brother's children and your children close?

Koshland: Not particularly, no. Each developed his own school friends and interests which tended to limit the opportunities for relating with each other.

Dorfman: Insofar as behavior and manners, particularly in respect for parents, do you see a difference in generations between your children and your grandchildren?

Koshland: Do I see a change in relationship as you go down the line?

Dorfman: Yes.

Koshland: I think that my children, my two daughters and their children in particular, grew up in--I think that they had real freedom. They discuss everything openly and in the house. They have complete freedom of speech.

Dorfman: Which you feel is a difference?

Koshland: Oh, there is a very close relationship between my children and their children. Now, with my grandchildren, they get along with their parents very well. I have seen it all the way through because of that open manner and frankness that exists.

Dorfman: Do you feel the openness is the factor?

#### A Close Relationship with Grandchildren

Koshland: Yes. I think I can say immodestly that one reason I think we have real affection from our grandchildren [in] our relationship, the one reason I think we get along very well is number one, they came along when I was still active enough to do things around the



- Koshland: swimming pool. I was a good swimmer from the old days and within the standards of those days. I did things with my grandchildren and discussing affairs of state or of the community, whatever you want to call it. I never talked down to my grandchildren. I always talked with them and I think that has made for a good relationship. Their solicitude when I was sick in the hospital just now, more than I would expect. They didn't come because I telephoned, because if I had to telephone-- They came to see me of their own volition. I don't think they were importuned to do that by their parents. So I think I can say frankly I have top relationships with my grandchildren.
- Dorfman: Yes, there seems to have been a sharing then of ideas and an openness between you and your grandchildren.
- Koshland: Absolutely. I never talked down to them.
- Dorfman: So there is an openness between you and your grandchildren, perhaps more so than might have existed between you and your children?
- Koshland: You have a good point there, yes.
- Dorfman: Something that you undoubtedly have invited.
- Koshland: Well, it just happened that way because of an attitude.
- Dorfman: Certainly the sharing of the athletic activity, the swimming--
- Koshland: Well, I was a starter and I would discuss affairs of state and politics. But I would talk with them. I don't know more because I am an old, experienced person. I don't throw that down their throats--"I have lived longer than you have and therefore I know more than you do." I don't go for that.
- Dorfman: Just before you and Mrs. Koshland celebrated your sixtieth wedding anniversary, you promised to give a little more thought to what you feel might have been contributing factors in helping you both to sustain a marriage of sixty years.
- Koshland: That indicates to begin with, I have a very understanding and tolerant wife!
- Dorfman: What do you mean by that?
- Koshland: Well, I have certain fixed ideas on certain things. She may think I am overemphasizing certain things on occasion. I said may be. But I always encouraged her to make her own life. I didn't want her to be a slave in the house. She made her own life. She has her own interests. She has many, many friends that she has made on her own, not because of any family connection. So I think that has all been to the good.

Dorfman: Do you share activities and interests together?

Koshland: To a limited extent. In other words, I have got my interests and my organizations with which I am connected and she has her interests.

Dorfman: Are there some that you share in particular?

Koshland: None.

Dorfman: None organizationally?

Koshland: Right.

### The Future

Dorfman: What about your future? How do you view your future?

Koshland: [laughs] I'm eighty-eight years old. You know the old saying "I ain't got no future but, oh, what a past!" [laughter]

Dorfman: You are still working, you are still active.

Koshland: Well, I'm going to keep up with it as long as I can. Otherwise, I am no use to the community at all. I hope I have done some things that will make my children and grandchildren and other descendents think that I wasn't the worst guy in the world.

Dorfman: That would be difficult to do! What plans do you have for activities and work into the future and perhaps travel?

Koshland: Traveling is of secondary importance. I am involved in certain things. I was on the phone this morning with friends in the San Mateo Foundation, now known as Peninsula Community Foundation, on something. The reason for this change in name was due to the fact that many agencies in northern Santa Clara County (Palo Alto area) had applied for and received grants from us. I am very much interested in these organizations, but I preach limited service. You can move from one agency to another when you are younger, but I have always felt there is a limit to a person's tenure on any agency board. I've helped to write bylaws to that effect. But when it comes to me getting out of things, I don't want to get out of. But I am doing it because I believe in it. In one case, the San Mateo Foundation I helped start it. It is a small foundation. It is just under five million dollars now. It's a small foundation. But I have very close feelings with the other members of this distribution committee. I should get off and I will be getting off, but that will be with the greatest regret.

Koshland: I got retired from Peninsula Hospital board at the end of 1962 because I felt I should and I did. The hospital has prospered and become a valuable community asset, but I have a sense of proprietorship which is selfish, egotistical.

Dorfman: You left--

Koshland: When I got out of the Peninsula Hospital, I was still in health facilities planning. So that carried on for a certain number of years. I'll be getting off of the Commission on Aging here at the end of my present term which is next April. I will be getting off of that.

Dorfman: When do you plan to leave the San Mateo Foundation? Do you have a projected date for that?

Koshland: No, I have not set a date for it.

Dorfman: Is it possible that you will use your efforts in another direction for yet another agency?

Koshland: I doubt it. I have refused to go on one or two boards in the last two or three years. I think it is time for me to get off of these things and not get into these things. But I don't want to vegetate for the rest of my life. I have never done anything in the garden, so I am not going to become a gardener in my nineties.

#### Thoughts on Being Remembered

Dorfman: No, it's hard to think of you vegetating. Let me ask you how you would like to be remembered?

Koshland: As a person who has lived a worthwhile life and not a disappointment to his parents. My parents died. My father died on March 29, 1925 when I was only thirty-two years old at that time. So he didn't have any chance to see--although he thought I won World War I single-handed.

Dorfman: I'm sure he was very proud of you.

Koshland: I attempted to go overseas. I couldn't get overseas. I wanted to. I was kept back here as an instructor. I was a captain and my father thought I won the war all along.

My mother lived until she was eighty-six. She died on October 14, 1953, and she saw her three children grow up to maturity. They were all involved in community affairs, so she had no particular regrets on that score.

Dorfman: She must have been very proud.

Koshland: Well, I don't know about that, but all three of us have been active in the community and my mother was knowledgeable in that respect.

### The Meaning of Being Jewish

Dorfman: Looking back, what difference has it made that you were Jewish?

Koshland: I knew as a boy and all through my college days that Jews were excluded from certain social activities in the community and in school. In high school I knew that because I was Jewish I was not taken into any fraternity. That was true of my brother and others. Jews were not taken into the fraternities. Even when I went to Cal they weren't. There were one or two exceptions, but only one or two. Friends of mine, incidentally, who came from Los Angeles, so therefore I knew this, that throughout life, assuming the situation continued, that I would have to be a little bit better than the next guy to hold my own in school. I figure, generally speaking, you'll find that most Jews are in the same situation. You had to strive and work a little harder. That was my early experience in high school. [There was] the same thing you might say in college. I was active in certain things in college but not socially. I was on the swimming team and the College of Commerce Club, things like that that had to do with the university directly, but never any--the only social life I participated in in four years on the campus was going to the junior prom and the senior ball.

I think that was typical of the times. I was not unique in that respect. I think throughout life you recognize the fact that there is anti-Semitism. It crops up more in some places than in other places. As a matter of fact, you have got a local situation here where you have a great degree of assimilation and acceptance. That is not a proper word, but I can't think of a better one at the moment. Whereas if you go to New York or Chicago where you have ghettos, there is not the same degree of assimilation. In San Francisco in particular, you have either the Pacific Union Club or the Bohemian Club. In the last few years they have taken Jews in. They have finally broken down.

You find this in some of the major corporations now in the country. But anti-Semitism has been prevalent. It is breaking down, but it has broken down to a greater extent here in San Francisco than in any other area in the country.

Dorfman: In what way was this a result of assimilation and intermarriage on the part of Jews?

Koshland: It is partly intermarriage, but partly activities nearer the last frontier. In other words, as a third generation Californian I wouldn't rate in Boston where they have Harvard behind them with three hundred years of experience behind them. You can say the same about Yale and Princeton. Here there have never been--I remember my grandparents who were pioneers here. Those are factors that may have militated toward acceptance in the general community. I have evidently been reasonably satisfactory in my activities in the health and welfare field. I have been asked to go on boards and committees. I feel no compunctions about any of this at all, as far as those changing attitudes in the general community. But you won't find that in Boston, Chicago, and New York.

Dorfman: That is very interesting.

Koshland: I have very strong convictions about this.

#### Anti-Semitism

Koshland: The rabbis and the Jewish social workers have a very parochial viewpoint. For their survival, they feel it is necessary for the Jews to ghettoize themselves. I understand and appreciate their viewpoint, but I don't go along with them. I am not a member of any temple.

Dorfman: Do you feel that anti-Semitism is increasing?

Koshland: Yes. This has been documented in several recent studies as well. This is due, perhaps, to the current situation in the Middle East. (B'nai Brith sponsored a study by the University of California at Berkeley. There was also a study released last year. I don't know the name of the sponsor.)

#### Survival of Judaism

Dorfman: What do you feel then that the future for Judaism holds?

Koshland: As long as they insist on surviving, they are going to survive for generations to come. But it takes a lot of activity, lots of organization and dedication.



Dorfman: And continuation of what you called ghettoization?

Koshland: Yes. I have spoken openly about this sometimes with rabbis. So therefore I am a poor Jew. I have been active in the philanthropic part of Judaism, but not in the political part.

Dorfman: Rather than a poor Jew, but perhaps one who doesn't agree--

Koshland: Most of the Jews in the world are orthodox and they are reluctant to--I belong to the reform group socially at least. The reform group will tend to assimilate more readily than the orthodox group. The orthodox group retains some of the old habits and practices. It is comparable to what the Christian people have done but in a different field. The pope carries little things on his head and the Jews have a thing like that. [yarmulke or skullcap] When it comes to dietary laws, they each have their own dietary laws. I think they are both backward. There was a good reason for dietary laws when certain animals were you might say dirty, subject to infection and whatnot. But the orthodox Jew still maintains the dietary laws. Well, that's a detail. It's not a major philosophic approach to it.

Dorfman: What would say in answer to the same question, what difference has it made that you were Jewish, was the difference the same in your later years, in your mature years?

#### Pride in Being Jewish

Koshland: I don't follow things a great deal. I have taken the unpopular course by not joining a temple. But I am proud to be a Jew. I am not apologetic about that at all. I have participated ever since I got out of school in Jewish philanthropic activities, but not beyond that.

Dorfman: Well, it certainly is a strong viewpoint and one that took courage to continue in face of opposition.

Koshland: I go to funerals of Jews. I hear all these statements made, at various gatherings of Jews. Sometimes it is a quotation, sometimes a direct statement or philosophic viewpoint, I tend to become very cynical. To me it's a matter of--well, the world in general is made up of religious groups and they are very parochial in their attitudes, all of them. When you talk about a god and statements such as "God in his omnipotence," and-I have my own reservations about a god. I can't recognize a physical god, a super intellect like that. But I read about either the Christians or the Jews or the Moslems, [and] I say, "I'm from Missouri, you've got to show me!"

Dorfman: Do you believe in a hereafter?

Koshland: I do not. I think we are all animals and I say that with due reverence. I am not denigrating when I say animals.

A Warm Relationship with Cousin, Edgar Sinton

Dorfman: Have you been close to your cousin, Edgar Sinton?

Koshland: We are quite close.

Dorfman: What has that relationship been like over the years?

Koshland: Very pleasant at all times.

Dorfman: You grew up together?

Koshland: Yes, we did.

Dorfman: Were you in school at the same time at Cal?

Koshland: No, he was one generation, four years ahead of me. He graduated in 1910; I graduated in 1914. He and Walter Haas were buddies. They went through college together. I came along just when they got through.

Dorfman: What kinds of things have you done together?

Koshland: We have done many things. We have a large family as you know. There were certain common interests that my grandfather had in San Luis Obispo. There were lands that were owned by the family. Edgar has handled all that for the family and has never gotten a nickel for it, not that they didn't want to. They tried to reimburse him--never--because anything for the family, he gives. He is a very conscientious person.

Dorfman: Has your relationship continued to be close as the years have gone by?

Koshland: Yes, it always has been. As a matter of fact, he was here the other day. I'm going to go in the city [to the office] Wednesday now for the first time. I have been away for--today is the first, isn't it?

Dorfman: Yes.

Koshland: I went into the hospital March 31 and came out May 12. So he came the other day to see me and we are going to ride into town together on Wednesday. But he's offering his driver, the

Koshland: houseman, to drive us. He takes the train. I've been commuting by train up to the present time and I shouldn't go by train for a little while until I get my leg in better shape.

Dorfman: So you will drive in together then on Wednesday?

Koshland: Yes.

Dorfman: That's very nice. So you have enjoyed a long and a strong relationship together.

Koshland: We have, yes. His older brother, Stanley Sinton, Sr., was my partner in business in Boston. His brother Stanley, Sr. was the only person who ever resigned from the firm and we closed down a year later. He left in January of '29 and by 1930 we had decided to close the business.

Dorfman: Why did he resign?

Koshland: He wanted to live out on the coast here and when we closed, we decided to liquidate our business in 1930. Then I had the choice of what I was going to do in the future. I decided to move back here.

Dorfman: Was that a difficult choice for you?

Koshland: No.

Dorfman: Are there other areas that you think that we can cover, anything else that you can think of that we haven't covered at this point?

Koshland: We have certainly covered the health and welfare angle. We have now covered the family. We covered my years in business in Boston. We covered that; what's left?

Dorfman: I do have one other question. Do you feel more or less Jewish today than perhaps ten years ago?

Koshland: I certainly don't feel more Jewish because of what I've already said. At the moment I am not active in any Jewish affairs. It just happens. But I just got off of the Federation Committee on Aging a couple of years ago. I said, "Take me off. I've been here long enough." So if I am less active in Jewish affairs, it is just circumstance, not by design.

Dorfman: This has been most interesting and valuable interview. Thank you and we would like the opportunity, if the need for clarification arises, to contact you further.

Koshland: Feel free to do that.

Dorfman: Thank you.

## XXI DELPHINE ROSENFELD KOSHLAND

[Interview 9: June 25, 1981]##

Mrs. Koshland's busy schedule did not permit the time for a full oral history. It was, therefore, decided to take down some information during our talk. These statements do not reflect her extensive lifetime contributions and activities.

During a conversation with Delphine Rosenfeld Koshland in the living room of the spacious Robert Koshland family home in Hillsborough, California, Mrs. Koshland spoke of her family and life in Portland, Oregon; Boston, Massachusetts; and San Francisco, California.

She was born into a family "that probably came from Germany." Her parents, Minnie and Charles Rosenfeld, both of whom were born in New York City, moved to Portland, Oregon where Delphine, an only child, was born. Her grandparents remained in New York, "but I went east every year with my mother to see her father, Nathan Wise, who had remarried after her mother's death. I never knew my grandmother, his first wife, and I don't remember my other grandparents." In 1906, at the time of the earthquake, Mrs. Wise and her young daughter, Delphine, traveled to the East, changing trains in Chicago, "and my mother lost our tickets but she got them back. I remember that!" Minnie Wise Rosenfeld died in 1939 at the age of 72.

Charles Rosenfeld was employed in his uncle Saul's cigar business, Rosenfeld Smith, when he came west to Portland. He affiliated with the Masons and Elks in that city and, with his wife, was a member of Temple Beth Israel. Neither observant Jews nor active temple members, they did not attend services. Mrs. Koshland does not recall that religion played a role in the family.

As an only child, Delphine Rosenfeld remembers her family home as very pleasant, not large, and her favorite room, "the upstairs sitting room." The family was socially active and "well thought of by the community."

After Sunday school, young Delphine spent the afternoon at the home of a great aunt, Mrs. Isam [Rose] White, with whom she had a special relationship. Childhood and girlhood were happy times, despite "more restrictive dating and courtship practices. We had to be home earlier, by ten or eleven and I couldn't go out alone with a boy." Social groups and friends were not limited to the Jewish community. "Definitely not! I was brought up very liberally."

"My mother had two brothers and two sisters. My uncles were in the hosiery business in New York. Bennett Cerf was my first cousin. When I was about fourteen, we would stay with his mother, and Bennett and I would buy tickets to these nickel dances on Saturday. There was a live orchestra; it was ballroom dancing and in those days they were considered all right. We went in the daytime and traveled there on the subway. Bennett was a very attractive and bright young man. He visited the West once with an uncle."

There were no discussions about women's suffrage in the Rosenfeld home, nor did Delphine ever work. Asked why she chose to attend the University of California, Berkeley [1918-1920], Mrs. Koshland said, "I never thought of an Eastern college. I lived at the old Stern Hall, at that time a dormitory, behind Newman Hall during my first year of college and boarded with a family in Berkeley for the second year. I spent weekends in San Francisco with the aunt of a friend from Portland. My father paid part of her rent so I could spend time there." She was never a sorority member. "I would never have joined a Jewish sorority and I was never asked."

Asked if she came preparing for a career, "I never thought of expectations, my own or my parents, I just went to college. While I was a student, I met Mr. Koshland at a dinner party at his aunt's home."

Delphine Rosenfeld and Robert Koshland were married in Temple Beth Israel in Portland, Oregon, by Dr. Jonah B. Wise, a cousin by marriage. Consistent with their liberal backgrounds, when the couple celebrated Christmas in their home, there were no objections from either family. "We were not a religious family, so none of these things pertain to us." Also recalled were trips to Portland while Mr. Koshland was away on his annual wool buying trip.

Mr. Koshland has a strong interest in the symphony and opera, and Mrs. Koshland attends musical events with him. "My strongest interest is at Peninsula Hospital working in the auxiliary. I've been in almost all of the services because I've been at the hospital for twenty-five years. But now, I work at the information



and reception service once a week. I have assisted in training others for the same positions. I was also vice president in 1954 and on the board when the hospital opened." Mrs. Koshland added, "I just like working in a hospital."

A board member of Suicide Prevention and Crisis Center for two years, Delphine Koshland also worked for twenty years at the Mt. Zion Psychiatric Hospital, transcribing interviews three to four days a week. For a short time, she transcribed books for the blind and found it interesting and demanding work.

"I was a lieutenant in the motor corps of the American Red Cross, San Mateo Chapter, from 1941 for approximately five or six years. I started out by spotting planes in a tower on Skyline, 280; it was boring, no planes came by. In the motor corps I drove service personnel and pregnant women to Oak Knoll Naval Hospital, sometimes at three or four in the morning. I didn't think anything of it. I went out with another lady. There was a small hospital in Brisbane where we took servicemen, too."

The Koshlands enjoy giving dinner parties for friends, and family gatherings, such as Thanksgiving. "The children and grandchildren like to come here. It's nice to have the family together." Mrs. Koshland enjoys playing bridge, but does not call herself an accomplished player. Her eightieth birthday was spent at Monterey Dunes with Mr. Koshland, their daughters and sons-in-law. They "walked on the beach, relaxed, and the men played gin with Mr. Koshland. It was nice."

A painting by Marcel D. Dyf, hanging in the dining room, was purchased in Paris in the late fifties or early sixties. The Koshlands have never collected art because "neither Mr. Koshland nor I know a lot about art." She has enjoyed all of their travels, Europe, Japan, Hawaii and South America.

As to the happiest time of life, "they've all been happy when we were well and we had children and grandchildren." The most difficult time was the day that the San Francisco International Airport opened in 1954. "We heard that our son, as a married man, had polio. He was paralyzed in one leg, but he walked on half crutches."

In closing, Mrs. Koshland emphasized, "I've lived a normal life, a very happy life," and as to how she wishes to be remembered, "as a good mother and a good grandmother."

Transcriber: Michelle Stafford  
Final Typist: Keiko Sugimoto



## TAPE GUIDE -- Robert Koshland

Interview 1: November 6, 1980	1
tape 1, side A	1
tape 1, side B	10
Interview 2: November 20, 1980	18
tape 2, side A	18
tape 2, side B	28
tape 3, side A	39
tape 3, side B	50
Interview 3: December 5, 1980	52
tape 4, side A	52
tape 4, side B	61
insert from end of tape 4, side B	61
resume tape 4, side B	62
tape 5, side A	70
tape 5, side B	80
Interview 4: February 2, 1981	83
tape 6, side A	83
tape 6, side B	94
tape 7, side A	104
tape 7, side B	116
Interview 5: February 13, 1981	121
tape 8, side A	121
tape 8, side B	131
tape 9, side A	141
tape 9, side B	152
tape 10, side A [side B not recorded]	157
Interview 6: February 27, 1981	162
tape 11, side A	162
tape 11, side B	172
tape 12, side A	181
tape 12, side B	191
Interview 7: April 22, 1981	196
tape 13, side A	196
tape 13, side B	204
tape 14, side A [side B not recorded]	215
Interview 8: June 1, 1981	225
tape 15, side A	225
tape 15, side B	234
Interview 9: June 25, 1981	244
tape 16, side A	244



## APPENDICES



ISRAEL KOSCHLAND  
72 OLD POND ROAD  
GREAT NECK, N. Y.

6/3/56.

Mr Daniel Koshland

Sau Francisco.

Dear Sir,

I just read in the Coronet Magazine of a Daniel Koshland. It was very interesting for me as I made up a family tree of the family Koshland about 50 years ago, with the help of my great father, who died in 1901 at the age of 85, therefore he knew all the old ones. In the family tree I find a Daniel K., born 1793. He married his cousin Miss Koshland, a sister of my Great-grand father Israel Koshland. They had more than 20 children, most of them are in my tree. His youngest son

Israel, whom I remember still rather well, had  
 9 children, they all were living in S. Fr. One Dr. Simon K.  
 died there about 3 years ago. Another brother Adolf  
 whom I met years ago in Paris and often here in N.Y.  
 may be still alive, another brother Max died long ago,  
 there were still 5 sisters. By the way there is an  
 oil painting of the Daniel Kunkin<sup>son</sup> <sup>wife</sup> possession  
 of this family. I had heard or read in a paper, there  
 exist an address book of the year 1850 of San Fr.  
 where you will find several families K.

I don't know if all this will be of interest <sup>to</sup> you  
 but I am proud to know one more of the family K.  
 well known in the U.S.A.

I may add especially that this letter is not to find  
 out a good relationship for a favor or something  
 like this, I am 75 years old and do not want anything,  
 it is only a happy for me

Yours truly  
 Isaac Kunkin

Israel 1755 to 4.6.1840

(Nathan cont)

Children:

Moses 8.12.1792 -

ch: Jeras 1819  
Isak 1820 to America  
Abraham 1822 (4 years)  
Telze 1828  
Jette 1830  
Nathan 1832  
Jeanette 36

Israel 1843-1880

ch: Emanuel

Betty

Lina 1876

Samuel 1878

Namettel 1880

Emanuel 1844 (died in teen)

Jeanette

Jeras 1803

Daniel 9.9.1793-

ch: Hendle 1823  
Abraham 1824  
Simon 1825  
ch: Josef  
Markus  
Israel  
Mathias  
Netty  
Carry  
Fanny

Telze 1826

Hendle 1827

Gustav 1830

Nathan 1832

ch: Israel

Fradel

Cora

Nora

Mathias 1834

Gietel 1835

Babette 1837

Esther 1838

Clara 1839

Abraham 1840

Israel 1841

ch: Max

Adolf

Simon

Lina

Flora

Hedwig

Hannchen

Rosa

Emma

Gumper 2.19.1796-

Heinrich 1833

Therese 1834

Simon 1835

Gumper 1837

Nathan

Abraham 1825 to America

Fanny 1832 "

Isac 1837 to Baltimore

Therese 1838

Rgina 1842

M a t h i a s 1854-1833

Children; Israel 1796-1880

Seligmann 1816-1901

Mathias 1843-1916

Fanny 1875

Eva 1877

Helene 1878

Ella 1879

Israel 1881 (that's me)

Lily

Menki 1882

Lola

Max

Hugo

Leopold

Helene 1844 -

Leopold 1847-1933

Isac

Henny

Sophie

Israel

Nanette

~~Fanny~~ Jacob

Fanny 1852-1931

Lazarus

1828-1880

Julius

Seligmann

Fanny

Lina

Moritz 1832-1888

Fanny ~~David~~

David

Sarah

Markus

Dorah

Eva

Hannchen

Gella

Karolina

Israel

Jacob

Seligmann

Miel 1800- wife of Daniel Koshland  
see above

Abraham 1802 to Paris, France

Kela 1804

Yeras

Babette wife of Oppenheimer  
left for America (Hadjerston)



**S t a m m b a u m**  
**Der Familie**  
**K o s c h l a n d**



Abraham ben Israel wanderte etwa im Jahre 1750 aus Koschlan in Böhmen in Ichenhausen ein. Er ist in dortigen Memorbuch eingetragen als sehr wohlthätig, insbesondere hat er sich der Armen im Heiligen Lande angenommen.

Er hinterliess sechs Söhne von denen die nachstehenden sechs Linien abstammen.

Abraham ben Israel migrated about in the year 1750 from KOSCHLAN in Bohemia and arrived in Ichenhausen. He is recorded in the book of Memories there, as a very benevolent person, especially has he shown consideration toward the poor in the Holy Land.

He left six sons, from which the following six lines in lineage start.

J s r e e l 1755 - 6.4.1840

I.

H o s e 12.8.192 -

Jeras 1819 -

Jesik 1820 - (Amerika)

Abraham 1822 - 1826

Telze 1828

Jette 1830

Nathan 1832

Seligmann 1836}

Gietel 1836}

} kleingestorben

Jannette

D e n t e l 9.9.1793 - 1844

Hendle 1832

Abraham 1824

Stach 1825

Josef

Markus

Abraham

Israel

Nathias

Netty

Carry

Fanny

Jesse

Telze 1826

Hendle 1827

Gustav 1830

Nathan 1832

Israel (Isadore?)

Julius

F: Penny 1759 - 8.7.1852

F: Marie 1793 - 10.3.823

Kinde 1794 - 1854

Jette

F: Miel geb. Keschland

(S. Keschland 26. 9. Franzisko)  
 2. Fröchter Schwatzen in Zee.  
 Sohn Daniel, Robert in. Marg (St.)

gen. Mondefiore gest. 1891  
 L. Henri Linsheimer  
 Emil Grunbarm gest. ca 1900  
 gest. ca 1900

(St. Franzisko)

(L. Henri, St. Henri)

Married Rosa Marx

Fredel (Florence) *Luise Portland*  
 Core *Max Wolf*  
 Nora (May)

Matthias 1834 - 1915 (*John Fred Kroger gest. 1950*)

Stetel 1835

Babette 1837

Esther 1838

*gen. Gumm*

Clark 1839

Abraham 1840

Isaac 1841

Rex

Adolf

Simon

Lina

Flora

Hedwig

Hannchen

Rosa

Rosa

*F: Regine Stinzheimer, Bierstadt*

*St. Franziskus gest. 1937* ← *1935*

"

"

*1936*

*gestorben 1957*

*" Schwanenstadt*

*" 1957 (Los Angeles)*

*gestorben*  
*Elisabeth Zeit*

G u n p e r 19.2.1796 -

Jette 1831 3kt.

Helarica 1833

Therese 1834

Simon 1835

Gasper 1837

H a t t e n 1798 - 1878

Abraham 1825 (*Amerika*)

Fanny 1832

*F: Fanny Mayer 1803 - 31*  
*Babette 1798 - 1846*

*F: Nina....., Vengen*

*F: Babette Steinheimer, Jochen*



Gumper 1833 -37

Jette 1836 -37

Isak 1837 -(Amerika - Baltimore)

Theresel 1838

Regine 1842

Israel 1843 - 1880

F:.....Harburger, HUN  
Esther.....

Emanuel

Betty

Lina 1876

v. Dreifuss, München

Samuel 1878

Fannett 1880

v. Götz, Nürnberg

Emanuel 1844(-45)

Jeanette

Jeras 1803 -

v. Kleinardlinger, Jochen

## II.

Nathan Bdr 1758 -1834

F: Simonie 1767-1846

Peter 1798

Batsche 1802

Lina 1804

Abraham 1808

Josef 1811-1888

F: Barbara Bühler, Schaff

Friedr. Aug. 1842-

Balde 1872

Elfriede 1875

Julius 1845-1902

Frieda 1874

Elisab. 1878

Marie 1847



Karl Friedrich 1849 (Toledo-Ohio)

Anna 1853

Israel 1815

Jonas 1817(blind)

### III. (Familiennamen M a y e r)

M a t t e r (Martin) 1762 - 29.3.1827 kam als Messhelfer eines Hohen-  
easers nach Mainz und nahm dort  
den Namen Mayer an.  
F:CHaje geb.Corn 1778-17.3.1832

J s a c 1796 -1857

Israel Abrah. 1799-1866

Rosalie 1834-1901

Berta 1841-1895

C l a r e 1801-1852

J o h a n n a 1803-1875

E l i s a b e t h 1806-1855

Albert 1809-1872

Martin II. 1838-1904

Bernh. Alb. II 1866 F: Adele Trier, Darmstadt

Karl Jakob 1894

Ernst Bernh. 1896

Elisab. Dora 1900

Eduard Jakob 1867-99 F: Benedicte Bamberger, Berlin

Frieda 1868-91

Frederike 1839-

v. Hoch. Altstadt, Kreuznach

Bernhard Alb. 1842-1903

F: Henriette Rindskopf, Frankfurt

Rosalie 1873

v. Dr. Seligmann, Karlsruhe

Albert II. 1874

F: Emma Lauinger, Nürnberg

Julia 1910

Philip 1875



Martin	1875	
Ernst	1878	
Adolf	1844	F: Louise Reinach, Mainz
Albert	1876	
Karl	1878	
Emanuel	1810-1869	F: Eugenie Heinsheim, Mainz
Martin Moritz	1841	F: Rosalie Hamburg, Mainz
Eugen Em.	1875	
Ludm. Karl	1876	
Eugen Karl	1909	
Helene Jul.	1910	
Georg August	1878	
Martin Mor.	1908	
Josef	1843-89	
August	1845-93	F: Flora Lebrecht, Mainz
Ernst Josef	1885	
Karl Leonh.	1887	
Jonathan	1812-1887	F: Katharina Schneider, Mainz
Rosa	1852	
Anna	1854	
Jda	1855	
Laura	1858	
Amalie	1864	
Sanson	1815-93	(San Francisco)
Rosalie	1849	
Martin Sanson	1852	
Abraham	1854	
Flora	1856	
Julia	1858	

Alexander	1861-
Dorothy	1896
Jedior	1863
Erneston	1895
Henry	1902
Clara Leontine	1869
Leon	1873
Selma Dorothy	1902

## IV

MathiasIsrael

Seligmann

Mathias

Fanny

Eva

Helene

Ella

Israel

Lilly

Henki

Lola

Herr

Hugo

Bernie

Leopold

Helene Jette

1764-1833F: Hendle Gump, Hürben

16.1.1796-1880F: Prudel Bernheimer  
Jochenhausen

1816-1900F: Sprinx Hirsch, Jch.

3.10.1843-1916F: Viola Freudenthal  
Tann

1875- v. Berh. Klein Giessen

1877-1922v. Josef Rosenblatt  
Zürich1878-1922v. Aron Rosenblatt  
Neurtingen1879- v. Jakob Hirschinger  
München

8. IV 1881- F: Berta Lehmann, Fürth

1920

5. XI. 1882 F: Berthe Goldbaum, Zeh

27. I. 1915

1. II. 1918

22. IV 1922

8. X. 1924

1884-1924

1844- v. Mainzer, Frankfurt

11/20/59 - Visited San Francisco

Leopold	5.7.1847 -	F: Pept Gerstle, Jchen
Isak.	1881	F: Henriette Heilbronne
Kiesel, Helmar		v. Ernst Löbel Hamburg
Henny		
Sophie		
Israel		
Henette		v. Lebysohn, Harbu
Jakob		F: Emma Mayer, Fischach
Pept		
Fanny	1852-1931	v. Dr. Cohn, J chenhäuser
Lazarus	1828-1880	F: Elise Jchenhäuser, l
Julius	1860	
Seligmann (Edt)	1861-1930	F: Rosa Rosenbaum, Hürt
Lilly		v. Neu, Darmstadt
Fanny		v. Freund, Aichaffenburg
Lina		v. Wolfrum, Cronheim
Maritz	1832-1888	F: Wiener, Fürth
Fanny		Sara Zimmer, "
David		Fanny Sttlinger "
		F: Henny Koresj, Hamau
Sara		
Marxus		
Dora		
Ede		v. Schenkolewsky, Harbu
Hannchen		v. Kaufmann, Frankfurt
Gella		v. Ettlinger, Fürth
Karolina		v. Adler
Israel		Jda Meinemann, Schopf.

6/17/74 - Visited S.F. Victor (Noses) -  
 Jakob Heinz (Henny) Roschland  
 and Ruth

married Bertha Borenstein (Rio de J.  
 F: Bella Jchenhäuser,



Ruth

Bernhard

Selig (Mann)

Hunfred (Moses)

Miel

11.3.1800-

v. Daniel Koschland, Ja  
Jchenhausen

Abraham

17.5. 1802-

Kela

12.4.1804

v. Landauer, Buchau

Jerus

v. Oppenheimer, Jchenhausen

Babette (Breitale)

v. Metzger, Jchenhausen

F.

Moses

1763-1817 F: Giechel 1770-1844

Jerus

1799

v. Merger, Cöthen

Henle

1801

Vögele

1803

v. Mainfelder, Jchenhausen

Abraham

1808

nach Auerbach verzog

Wolf

Semi

Heinrich

Nathan

Karoline

Berta

v. Bing, Aschaffenburg

Lenchen

Anz Henriette

1812

nach Paris

Nathan

1814

F: Hannchen Koschland

Clara (Amerika)

1825

Jette

1847

v. Wolf, Jchenhausen

Heinrich

1851

Amerika

Cilly

1853

H e n l e

J e r a s

A b r a h a m

H e i n r i c h

I s r a e l

G i e t h e l

H a n d e l (Hannchen)

B r e i t l e

S a m u e l

R e g i n e

A b r a h a m

E l i a n

H e r r

S a m u e l

J e t t e

J e t t e

B e r t a

P a u l i n e

Z i e r l e

B a t e h e

L o b b e n

H e i n r i c h

G e d a l j a

.....  
 .....  
 .....  
 .....  
 .....

A b r a h a m

N a t h a n

1768 - 1838

1805

v. ...., Braunsba

1806

nach Homburg Pf

jung verstorben

1809

1811-1895

gest. in Livorno

1812

v. Koschland nath., Jo

1815

v. Schlesinger, Lengna

1816-1880 F: Henriette Metzger,

1849

v. Jos. Gusstein, Pürth

1850-1903 F: Betty Balmberger, i

stet

1856-1911

gest. in München

(Pittsburg) 1857-1927 F: Rosa Hesse

1860

v. Epstein, Fairbury

1862

1864-1927 v. Dr. Schlesinger, N. Y.

1819-1824

1820

1822

F: Schmeuser, Jochenhaus



Nathan

1826

nach N.Y.

Henle

Abraham

June 11, 1956

Mr. Israel Koschland  
72 Old Pond Road  
Great Neck, New York

Dear Mr. Koschland:

I have your letter of June 3 and of course was greatly interested in your remarks about the Koshlands and the family tree.

I am a grandson of Simon Koshland who lived in San Francisco for many years and who was engaged in the wool business. One of his children, Mr. Jesse Koshland, lives in this city and is the only living member of that generation. You are correct in stating that Adolph Koshland is still alive - he lives in Italy. He and his late brother, Max Koshland, were cousins of my father who was Marcus S. Koshland.

I should be interested to hear more about your family, as there is no doubt that we are related and, of course, the name is so unusual that one is inclined to believe that all Koshlands are related. I myself am 64 years old now and have several children and many grandchildren, some of whom live in the New York area.

Thank you again.

Sincerely yours,

Daniel E. Koshland

DEK:n

ISRAEL KOSCHLAND  
72 OLD POND ROAD  
GREAT NECK, N. Y.

7/15/56.

Dear Mr. Koshland,

I apologize for letting you wait so long for an answer to your nice letter of the 18th of June, which gave me much pleasure to know that there are still people in the family, who are interested in the family tree. De facto all K's are descending from one man.

Abraham-ben-Israel-ben Mayer who came about 1745, during the persecution of the Jews of Bohemia under the reign of Maria Theresa from Kozlan a small town of the suburb of Prague to Ichenhausen (Bavaria). He must have been a very respected man, as he is named especially in the memory book of the community which happened rather seldom at the time, he was prominent for his charitable works. About the latter part of the eighteenth century the Jews in Germany had to take officially a family name a great part took the name of their profession or home town by adding "er" to the name of the town (Frankfurt--Frankfurter, Guggenheim..er, Sulzberg..er

a.s.o. but he added only a "d" to his town name in order to make it more German and so he called himself Koshland.

He died 1796 and left 6 sons, from whom

descended the six lines

ISrael	Nathan	Mayer	Mathias	Moses	Henle
1755-1840			1764-1833		

I give you only the detaild of No.1 that is your line and No.4 the line of your Great-grand-mother,also my line.

I think these are the most intersting data for you.If you like to know some more please ask me.

I still remember very well when my grand-father told me about the uncle Gedalyah the Jewish name of Daniel and his aunt Miel who had supposedly 24 children,many died in their teens.

If you ever come to this area,I would be very happy to meet you.I am living with my daughter Mrs Paul Mayer at the above adress and if you ever like to call me up phone GR2-1304.

Sincerely yours

*Isaac Kesselman*

X

Moses  
|  
Israel  
|  
Abraham Keschland

Israel	Nathan Bär	Moses	Mathias	Hentle	Meier
<u>Simon i. a.</u>			<u>Israel</u>		

Spring Kersch	Seligmann	Lazarus	Horig
---------------	-----------	---------	-------

Mathias	Leopold	Helene Kämpfer
?	?	?

(Keschland)

Moses  
|  
Israel  
|  
Abraham m/ Feras (H. 1791)  
i/ Fehenhausen

1. Israel  
1755-1840  
75 78 79  
(1. 2.)

2. Nathan Bär  
1758-1834  
(7.)

3. Moses  
-1817  
(7.)

4. Mathias  
(7.)

5. Hentle 77 78  
(7.)

6. Meier  
(7.)



Israel Roschland m/Togele.  
(X1) 1755-1840

V

1. Moses 1792	2. Daniel 1788 1793	3. Gimpfer 1796-1837 u.	4. Nathan 1798	5. Feras 1803-
m. 1. Hoyle	m. Miel Roschland (7.2)	m. 1. Fanny	m. Gabelle Linsheimer	m. Klein Koidlin
2. Hindel	K. Heudle 1823	2. Gabelle		
3. Fette	2. Abraham 24			
K. Feras 1819	3. Simon 25	K. Fette	K. Abraham	
2. Fera 1820	3. Felle 26	2. Heinrich	2. Fanny	
1. Amoska	3. Hindel 27	3. Therese	3. Gimpfer	
4. Abraham 22	1. Gustav 30	3. Simon	3. Minna	
2. Felle 28	5. Nathan 32	3. Gimpfer 37	3. Felle	
3. Felle 30	7. Mathes 34		1. Fera	
1. Nathan 32	6. Felle 35		5. Therese	
5. Seligmann m/Gittel	1. Gabelle 37		7. Regina	
7. Jeanette	K. Esther 38		6. Fera	
	2. Klara 39		3. Emanuel	
	3. Abraham 40		10. Jeanette	
	3. Fera Fidor 41			

14

4. I. Simon (I II 6)	II. Nathan (I II 3)	III. Ferael (I II 7) Fidor m. Regina Linsheimer	IV. Ferael (I II 6)
Ferael 55	Ferael (Fidor)	Max I. V	Emanuel
Marcus 58	Fradel (Linsheimer)	Adolf	Betty
Abraham 69	Corra	Simon (11.9.79.)	Lora
Ferael Fidor 70	Lora (May)	Augment (Linsheimer)	Flora
Mathias	Fidor	m. Lora Guggenheimer	
Pilly 60		Walter 1911 Kiesel	
Carly 62		Lina	
Fanny 65		Flora	
Gezse 71		Ludwig Buchberger, Krummbach	
Fionte 67		Kauschen	
Benjamin 73?		Rosa	
		Emma	

Nathan Bär Koshland m/Linche  
(22) 1758 - 1834

1. Maier  
1798 -

2. Batsch  
1802 -

3. Lina  
1804 -

4. Abraham  
1808

5. Josef  
1811 -

6. Israel  
1815 -

7. Feras

Moses Koshland m/Gidel  
(23) 26. 9. 1817

1. Feras  
1799 -

2. Reute  
1801 -

3. Bogale  
1802 -

4. Abraham m/Roschen geb. Hirsch  
a/Leppelsdorf 40.  
13. 9. 1809 - 3. 12. 1877 i/Auerbach

5. Amshel  
1811 -

6. Nathan m/Hannchen  
1814 -

1. Moses 1846 - 1851
2. Wolf 18. 4. 49 - 20. 4. 1911
3. Karoline 29. 12. 51 - 20. 6. 24
4. Leichen 11. 9. 53 - 11. 7. 1902
5. Heinrich 10. 6. 55 - 7. 3. 96
6. Hannchen 1857 - 1859
7. Nathan 19. 8. 59 - 4. 9. 1921
8. Lemai 16. 4. 61 - 8. 12. 1928
9. Hennie 18. 1. 63 - 14. 8. 1904

Maria  
Felle  
Fanny  
Moses  
Heinrich  
Lilli  
Lina

Nathias Koshland m/Hendle (Gerle)  
(24)

1. Israel  
1796 - 1880

2. Hiel  
1800 -

3. Abraham  
1801 -

4. Kela

5. Feras

6. Babette

8.

Heute Kaschland m/felle 1869  
 1768 - 1838 70754  
 (25) 77777

1. Feres  
 1801 -

2. Abraham  
 Heinrich

3. Israel  
 1809 -

4. Gittel  
 1811

5. Hendele  
 1812

6. Grindel  
 1815 -

7. Samuel  
 1816 - 80  
 m/felle 1869 -

8. Zierle  
 1819 -

9. Batuke  
 1820 -

10. Tob (Leopold)  
 1822 -

Louis  
 Regina Gusslein 1849 -  
 Abraham 1850 -  
 Karoline  
 Felle  
 Ekkan  
 Kase  
 Liguind  
 Felle  
 Berta  
 Pauline

Heinrich  
 Gedaja  
 Abraham  
 .....  
 .....

Hagarius Koschland m/ Elise  
(20.3.) 1828  
(.D.3.)

1. Mathes 2. Sara 3. Julius <sup>1/2</sup> London 4. Seligmann jun. <sup>1/2</sup> Fiedl  
m/ Rosa Rosenbaum <sup>1/2</sup> Fiedl  
Lilli

5. Simon 6. Fanny <sup>1/2</sup> Freund  
<sup>1/2</sup> Edelhoff <sup>1/2</sup> Fiedl 7. Paulard 8. Jette

9. Abraham 10. Jakob 11. Lisa 12. Helene

Seligmann Koschland m/ Frl. (Sophie Freund)  
(20.1.) (201) 1816-1900  
<sup>1/2</sup> Felsenhausen

1. Mathes  
1843-1916  
75

2. Helene (Jette)  
1844  
(820.)

9.)

7

Meier Koschland m/  
(.D.6.)

1. Israel 2. Josef 3. Albert 4. Mathes  
5. Salan

10.)

2)

Israel (Fuss) Köschland m. Fradel (Fanny) Bernheimer

(G. 1.)

1. Seligmann

1816-1900

(G. 1.)

2. Benion

1826-

3. Lazarus

1828-

(G. 1.)

4. Rachel

1830-1873

5. Moritz

1832-

(G. 1.)

6. Rachel

1834-

7. Elias

1826-

11.)

I. Hirsch

m. Schifels

II. Salau Rosenfeld

m. Spring

III. Gerson

m. Bels

Jakob Eckert (III)

Heile

Jakob m. Eckert I.

Leopold Huch v. Kleinschauen m. Hendele

Spring (Lopie)

1855

Gerson

1838-1902



Seligmann Kaselland m. Spring (Lohr's Kirch)

(20.1.) (20.1) 1816-1900 1/2 Felsenhausen

1. Mathias

1843-1916

7

2. Helene (Jette)

1844-

(32)

3. Leopold

1847-

(72)

4. Abraham

1850-

5. Fanny

13.1.52

6. Jakob

jüng. grf.

7. Lea

jüng. grf.

8. Maria u. Dr. Kronen

Kron. 1/2 Felsenhausen

29.12.40 - 13.2.22

57227 77822

Leile farb 5 ff. alt.

13. 1100

Moritz Kaselland m. Spring 1-2 Zimmer 3. Fanny Dettmer 6-10

1. Fanny Meyer 1/2 Fürtz

2. David

m. Hanna Korf

3. Eva

Steinbock

1/2 Hamburg

4. Heinrich

Kaufmann

Stuttgart u. ff.

5. Jella

1823

m. Henri

Ellinger

Fürtz

Mina

Maria

Hana Korf

Moritz

Jugend

Frieda Korf

Eva

Alfred

Lina

6. Lea

ff.

7. Karoline

m. Jakob Adler

oo 19.7. Fürtz

Fanny

8. Israel

m. Peta Kermemann

1/2 Fürtz

9. Jakob

m. Jella

Schulmann

in Fürtz

10. Seligmann

m. Hedwig

Lammertshaus

1/2 Fürtz

Kathir Kauland my 1. Peter Freudenthal 2. Jenny Freudenberger  
(S. 1) 1843-1916 1855-89 1858

1. Jenny 1875  
my Gerfried Klein (2. Frau)  
i/ Giesen  
H. 19.12.1909

2. Eva  
1877-1924 (26.3.)  
my Josef Rosenblatt  
i/ Zürich  
H. 11.8.01  
H. 16.7.11  
St. 20.7.13

3. Helene  
1878-1910 (28.12.)  
my Ernst Rosenblatt  
2. Frau  
i/ Kempten

4. Ella 1879  
my Jakob L. 1879  
i/ Kempten

5. Fracl (Pai)  
1881  
my L. 1881  
i/ Kempten  
H. 10.10.1917  
L. 3.1.20

6. Anko 1882  
my L. 1882  
i/ Zürich  
H. 1.1.19  
H. 22.7.22

7. Leopold  
1884-1924  
3 Kinder klein gest.

15. Leopold Kauland my Rpi (Gastle)  
1847 1858  
i/ Schenkhausen

1. Fracl  
1881  
my H. 1881  
i/ Schenkhausen

2. Jenny  
my Ernst L. 1881  
i/ Hamburg  
Julius  
H. 1881

3. Sophie

4. Fracl  
1888

5. Anko  
1888  
my L. 1888  
i/ Hamburg

6. Jakob  
1888

16.

Helene (Henrich) Kaselland <sup>uphängen</sup>  
 (H'z.) Lorch in. Frau

1.

2.

3.

4.

5.

6.

*Re The Koschland Family  
Tree*

---

July 19, 1956

Mr. Israel Koschland  
72 Old Pond Road  
Great Neck, New York

Dear Mr. Koschland:

Thank you very much for your letter of the 15th. It is very fascinating to read about the ancestors and particularly about the derivation of our name, which I am sure that none of the present generation has known. I shall tell the members of the family here.

You may be sure that I will get in touch with you the next time that I am in New York - probably in the fall - and in the meantime send my very best regards.

Sincerely yours,

Daniel E. Koschland

DEK:n

ROBERT J. KOSHLAND - Family Information

corrected 10/28/82

Margaret Koshland Arnold, daughter	born 12/17/23 University of California, Berkeley '43 BA University of Pacific '72 MS married Robert K. Arnold 3/24/45
Robert K. Arnold	born 2/20/24 University of California, Berkeley '47 BA '61 PhD
Kirk Robert Arnold, grandson	born 3/23/48 College of San Mateo '71 AA
Keven A. Madvig, granddaughter	born 1/18/50 University of California, Santa Cruz '71 BA married Philip R. Madvig 7/8/72
Philip R. Madvig	born 3/23/50 University of California, Santa Cruz BA '72 University of California, Berkeley '75 MS University of California, Los Angeles MD '79
Michael Robert Arnold, grandson	born 7/26/53 University of California, Santa Cruz BA '76 University of California, Berkeley '81 MS University of California, Berkeley '82 PhD married Lucy Heyneman
Lucy Heyneman Arnold	born 2/24/54 University of California, Santa Cruz BA '76
<hr/>	
Susan Koshland Thede, daughter	born 6/17/28 Stanford University '50 BA married Robert H. Thede 12/18/49
Robert H. Thede	born 6/24/25 Stanford University '49 BA LIB Stanford Law School '51
David Martin Thede, grandson	born 2/20/52 Stanford University '74 BA Boalt Law School '77 JD married Kerry Hodge 4/19/80
Kerry Hodge Thede	born 4/9/56 University of California, Los Angeles, '78 BA



Nancy Anne Favreau, granddaughter	born 7/22/53 University of California, Davis '75 BS California State University, Sacramento Teaching Credential '76 married Richard Favreau 6/26/76
Richard P. Favreau	born 10/9/51 University of California, Davis '75 BS
Lisa Anne Favreau, great grand- daughter	born 5/13/81
Suzanne Thede Johanson, grand- daughter	born 8/20/54 University of Utah '76 BS Teaching Credential from Westminster College, Salt Lake City '78 married Charles Johanson 1/21/78
Charles V. Johanson	born 9/24/51 University of Utah '74 BS
Cortney Reid Johanson, great- granddaughter	born 4/7/81
<hr/>	
Robert M. Koshland, son	born 4/22/22 University of California, Berkeley '43 BA deceased, 9/15/72 married Mabel Cardiff 11/26/46
Mabel Cardiff Koshland	born 2/15/21
Diane Wallace Koshland, granddaughter	born 2/11/52 California State University, Hayward '83 BS
Lynn Marie Koshland, granddaughter	born 9/2/53 University of Utah, '74 BA Wellesley University MS (in progress)
Scott M. Koshland, grandson	born 2/16/62 University of California, Berkeley '84 BS

# Guide For Planning *A* District Hospital

## A HAND-BOOK FOR DIRECTORS

Published by the

ASSOCIATION OF CALIFORNIA HOSPITAL DISTRICTS, INC.

MRS. MARION C. IBACH, *Secretary*  
23 MESA AVENUE  
MILL VALLEY, CALIFORNIA

ASSOCIATION OF  
CALIFORNIA HOSPITAL DISTRICTS, INC.



# TABLE OF CONTENTS

INTRODUCTION . . . . .	Page 3
ACKNOWLEDGMENT . . . . .	4
HOSPITAL DISTRICTS . . . . .	5
STEPS IN PLANNING . . . . .	6
A—Organization Meeting . . . . .	6
B—Survey . . . . .	7
C—Program and Consultant . . . . .	7
D—Architect . . . . .	8
E—Planning . . . . .	8
F—Master Plan . . . . .	9
G—Bond Election . . . . .	10
H—Site Selection . . . . .	12
I—Administrator . . . . .	13
J—Financing . . . . .	14
K—Public Relations . . . . .	15
L—Auxiliaries . . . . .	15
M—General Observations . . . . .	17
DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA . . . . .	18
BIBLIOGRAPHY . . . . .	20

## Introduction

Following the enactment of the Hospital District Law in 1945, several Hospital Districts were established, so that by January 1, 1958 there was a total of fifty-one (51). The uniqueness of this district type of hospital, which presented certain experiences and problems quite distinct from proprietary and voluntary hospitals, prompted the organization of the Association of California Hospital District Directors, Inc. in 1945. (The name was changed in 1956 by dropping the word "Directors" in its title.)

All District Hospitals are eligible for Association membership, which is not intended to conflict with the purposes and goals of the California Hospital Association. As a matter of fact, each of them is at this writing a member of the latter Association. The District Hospital Association limits its activities to those matters which are unique to District Hospitals. These may include such matters as policies, public relations and legislation. The record to date has fully justified the Association's existence. Through its activities, policies have been given direction and State legislation has been both initiated and influenced in order to improve the local Hospital District Act. As in other fields of human endeavor and interest, continued activity in these areas is necessary.

The Association of California Hospital Districts, Inc., recognizes that in most cases the responsibility for preliminary planning, both for construction and initial operation of a District hospital, is vested in persons of high integrity but limited experience in hospital matters. Errors in policy, hospital planning and operation have occurred because of the lack of knowledge of where to go for authoritative information.

For these reasons the Association has prepared this hand-book as a guide to newly formed Hospital Districts, hoping that it will assist them in developing their policies and plans in an orderly and efficient manner.

*Robert G. Coleland*  
President

# HOSPITAL DISTRICTS

Hospital Districts are formed and operated under the provisions of Section 32000 of the Health and Safety Code of the State of California. Copies of this Act are available from the Bureau of Hospitals, Department of Public Health, 2151 Berkeley Way, Berkeley, California.

Hospital Districts are political sub-divisions of the State of California. After the formation of a District by an election of the majority of voters in a given geographic area, the first Board of Directors, five in number, is appointed by the Board of Supervisors of the County having the greatest area of land represented in the District. Thereafter alternate Directors stand for election or re-election every two years for four year terms.

District Hospitals are publicly built hospitals for private pay patients. Hospitals operated by Districts normally finance their operating costs from their revenues. (Section 32125 states "In fixing the rates the Board shall, insofar as possible, establish such rates as will permit the hospital to be operated upon a self-supporting basis.")

District Directors have the power of levying taxes against the land and property in their District up to twenty cents (20c) per \$100.00 assessed valuation per annum for maintenance and operation purposes. Such monies may not be used for the construction of patient bed facilities in an amount greater than a \$50,000.00 total over a period of four years without the specific approval of the voters of the District.

Hospital Districts may not have a bonded indebtedness greater than 10% of the assessed valuation of the District.

District Directors may issue bonds for construction, upon the approval of two-thirds majority of those voters balloting at an election held for this purpose. Such bonds are considered to be tax exempt municipal bonds. They are amortized by regular assessments which are levied annually until all bonds are redeemed.

District Directors have broad powers to make contracts, adopt resolutions and ordinances, and to perform other acts necessary to the operation of a hospital.

## ACKNOWLEDGMENT

This hand-book is the creation of Board Members and Administrators of District Hospitals. The staff of the State Bureau of Hospitals has been most helpful in providing valuable suggestions.

# STEPS IN PLANNING

(To be taken when the first District Board of Directors has been appointed.)

## A. ORGANIZATION MEETING

1. Appoint an Attorney. Because a Hospital District is a political sub-division of the State of California, all its actions are subject to State and local Government laws and ordinances. It is wise to have as its Attorney a person of experience in public law.
2. Elect its officers.
3. Establish by ordinance time and place of Board meetings and provide for publication of this.
4. Establish its own order of business for its meetings, such as:
  - a. Call to order
  - b. Consideration of minutes
  - c. Reports, including Treasurer's report
  - d. Correspondence
  - e. Old business
  - f. Petitions
  - g. New business
  - h. Claims
  - i. Adjournment

5. Obtain for each Board member a copy of the local Hospital District Act. These can be secured by writing to the Bureau of Hospitals, Department of Public Health, 2151 Berkeley Way, Berkeley, California.

6. Communicate with the Association of California Hospital Districts, Inc., by addressing its Secretary—Mrs. Marion C. Ibach, 23 Mesa Avenue, Mill Valley, California. The Association will gladly have a representative meet with you and offer you assistance.

7. Communicate with the California Hospital Association, 760 Market Street, San Francisco 2, California.

8. Communicate with the local medical organization(s) which it is anticipated will represent physicians who will practice in the hospital, and request appointment of an advisory committee.

## B. SURVEY

The establishment of a new hospital, either in an area previously without hospital facilities, or even in an area in which an existing hospital has been in operation, requires the most painstaking and detailed analysis of many factors before any intelligent thought can be given to the proposed hospital. The Bureau of Hospitals, State Department of Public Health, has a six page check list of essential factors which require full consideration (see Bibliography, Item B).

This calls for a survey, which should be made by an experienced person or firm appointed for this purpose by the Board. Such persons and firms specializing in hospital surveys are available.

No matter what surveys may have been made by unofficial groups, only the Board has the responsibility for making decisions, and these must be based upon authoritatively obtained information.

The Bureau of Hospitals is also available for advice. It is continually making studies and issuing reports on hospital needs. But its findings require further detailed study of the local area under consideration as recommended above.

## C. PROGRAM AND CONSULTANT

After the initial survey has been made, the Board is then in position to take the next steps in developing its program. This phase likewise requires expert assistance in the form of a hospital Consultant. The Consultant may or may not be the same person or firm as the original Surveyor.

He will bring to the Board the experience necessary to determine kind and size of hospital as well as the services which the community needs. When the Board decision has been made, the program should be expressed in written form as a directive to the Architect.

Unless a respected and qualified third party (Consultant) is employed, the Directors are subject to those community and Medical Staff special interests which, if carried out, may result in the uneconomic and disproportionate allocation of space to the overall detriment of the sound operation of the hospital.



## D. ARCHITECT

The next step is to secure an Architect. It is here where some hospitals have erred. There is the natural tendency to favor a local person, even though he may have had little or no experience in hospital planning. A hospital is a very complex mechanism. Its success will be directly related to its design, which calls for proper arrangement of its many functions for efficient operation. Likewise, it is important that the details, such as fixtures and mechanical equipment of all kinds, both in the bed areas and basic supporting services, be planned by an Architect with such experience.

Too much emphasis cannot be placed upon the necessity of selecting as Architect one who has had hospital planning experience.

## E. PLANNING

Because of the intricate nature of a hospital, and due to the fact that hospital planning has received specialized consideration for only a relatively few years, a Consultant, qualified by actual experience to consider minor as well as major details, can be invaluable. Hardly a hospital has been built which shortly after its opening has not made alterations in minor arrangements which might have been averted by the utilization of a Consultant.

1. TIME ELEMENT. Because of the need, which caused the District to be formed, and the natural enthusiasm of the Board members, there is often a tendency to try to rush the plans through. This is both wrong and costly. Even after the Preliminary Plans have been approved (and their development takes several months), full study should be given to all the minor details which go into the working drawings. Failure to do this in thorough fashion will cause dissatisfaction among those whose work is affected by each mistake. The correction of each error means more cost under the guise of alteration. It is, therefore, wiser to move with deliberation in the development of all plans.

2. THE MEDICAL ADVISORY COMMITTEE. Whether this group is appointed by the County Medical Society or by the Hospital's Board, it can be most helpful. But there will be a natural tendency of

each specialist group to plan for more space for its services than may be warranted. Remember, that the greater the dedication of beds to any specialized service, the lower the hospital's flexibility. So keep at a minimum any specially developed bed area, but plan for flexibility so that no service will suffer. There is available much written authoritative information on this subject. Above all, remember that the responsibility for the Hospital, its policies and its plans is vested solely in the Board of Directors. *It is this Board which must make the decisions, not any advisory group.*

3. FIELD STUDIES. During the past ten years many hospitals have been built in California. Their Board members have learned much. A newly created Board will benefit immeasurably by visiting other hospitals and talking with their leaders, both professional and lay.

When making such visits, it would be wise to bear in mind the varying types and sizes of hospitals. A hospital in a metropolitan area will generally require more departments than one in a more sparsely populated area. This is due in large part to the availability of specialists in the medical profession, requiring more complex facilities for their particular hospital work.

4. FIRE INSURANCE RATES—STATE FIRE MARSHAL'S REQUIREMENTS. Special consideration should be given to various types of construction because of their effect on insurance rates. The ultimate approval of the final plans of the hospital features with full details must be obtained from the State Fire Marshal. His inspection is governed by very strict regulations intended to protect hospital patients as well as all other persons visiting or working in the hospital.

## F. MASTER PLAN

It has been the experience of many a hospital that an expansion program has been inaugurated within a few years after the hospital's original opening. This expansion may be in bed capacity or in certain basic services, and is particularly true in California with its rapid population growth.

It is assumed that the survey, originally made for the District, included the hospital needs of the area for a reasonable period into the future. While it would be folly to over-build the hospital at its

1. A 10% contingency should be added to the estimated total construction cost to allow a margin of safety in the early stages of planning to permit a degree of flexibility as the plans develop against receipt of bids that are higher than those originally estimated, and to allow for "change orders" which are inevitable in any building project. (See Bibliography, Item C).

2. SITE COST (estimate, based upon Section H which follows).

3. SITE IMPROVEMENT. Probably the hospital roads and parking areas will utilize a large portion of the site. Therefore, consideration must be given to the necessary development of the remaining areas, both from the sanitary and aesthetic viewpoints. Landscaping even a small area is costly.

4. EQUIPMENT. There are three classes of equipment.

Class I is fixed, and usually its cost is included in the construction contract(s).

Class II is movable equipment, which will be purchased directly outside the general contract.

Class III refers to the expendable items of equipment and supplies, which require constant replacement, and which also are purchased directly.

A reasonable minimum figure for Class II and Class III equipment will average \$2500.00 per bed. (See Bibliography, Item C).

5. PRE-OPENING EXPENSES. Assuming that the Board does not avail itself of the permissive tax rate to cover its general operating expenses during the planning stages, there will be certain pre-opening expenses which alternately can be included in the bond election figure.

a. *Payroll.* While certain department heads will be employed and on duty six or more months prior to the hospital's opening, *all employees* will be on duty for some time in order to become trained and oriented. It would be wise to figure at least one month's complete payroll cost computed at 2.5 employees per bed.

inception, proper planning will permit gradual expansion as experience dictates, and with a minimum of inconvenience.

This means the development of a Master Plan, which provides for later expansion of each functional department or patient bed area. This may necessitate investment in the initial project, so that the structure is capable of absorbing the later additional load as well as minimizing disruption of service. This extra cost may be in the heavier reinforcement of the structural columns to provide for additional floors, or in providing shafts for future elevators and utilities. The kitchen, laundry, storage, central supply, and other services likewise should be given full consideration so that the ultimate services will be geared to support a pre-determined future bed capacity.

Particular thought should be given in the Master Plan to provide for elasticity in arrangements for diagnostic procedures and therapeutic treatments. Medical progress and scientific knowledge are developing so rapidly that these services may require relatively far greater space in the hospital of tomorrow. The ratio of out-patient treatments to in-patient services may even be reversed in the foreseeable future.

## G. BOND ELECTION

The Board is now in a position to obtain from its Architect an estimate of the cost of construction including his fee. The cost, plus certain non-construction costs, including equipment and furnishings, form the basis for going before the electors of the District for authorization to sell bonds. District Law provides a bonding limit of 10% of the assessed valuation of the District.

Experience has shown that too many factors are either overlooked or underestimated in arriving at a final figure for the bond election. The total cost is always far beyond anyone's original estimates, so it is wiser to let the voting public know the potential cost from the beginning. Failure to face this courageously only puts off the inevitable cost that must be met.

Certain factors, which should be considered in developing the financial program, and which should be included in the total figure presented to the electors of the Districts for their authorization, are:



b. *Working Capital.* The moment the hospital opens, it will have accounts payable for supplies as well as payrolls to meet. Collections from patients lag at least one month from the billing because of routine processing time required. Therefore, a figure covering two months' estimated revenue should be included.

6. **SOIL SURVEY.** One of the first things to be done after the bond election will be a request through the Architect for a soil test on the chosen site. This is necessary to determine the load capacity of the ground, and will thus influence the hospital plan. There are specialized engineering firms particularly qualified to make such a test.

7. **INSPECTION.** While the Architect provides normal supervision during the construction phase, he does not assume the owner's responsibility for the Contractor's work. It is highly advisable to employ a Clerk of the Works, who is on the job throughout each working day, and who acts as the Board's inspector and representative to require complete compliance with the specifications by the Contractor. The Clerk of the Works, for practical reasons, acts cooperatively with the Architect and reports jointly and directly with him to the Board.

## H. SITE SELECTION

Experience has shown the wisdom of postponing consideration of any proposed sites until after the Bond Election. There have been several cases where controversy over a previously determined site has caused the election to fail, thereby defeating the very purpose of the election.

The following factors must be considered in the selection of a site:

1. The Architect should be a valued consultant in helping the Board make its determination of a site.
2. Location of the site in relationship to the entire District population and to the center of population.
3. Proximity to highways, roads, public conveyances, and transportation facilities. It must be borne in mind that many daily trips to

the hospital will be made by patients, visitors, employees and doctors. Their convenience is an important factor.

4. The size of the site is important. Consideration must be given to the Master Plan for ultimate size of the hospital and the parking requirements to serve it adequately.

5. Rolling terrain is preferable to a flat site. This permits better planning of ground and first floor services. This consideration is, however, of less importance than the others here mentioned.

6. Availability of water and other utilities, particularly sewers.

7. Availability of a fire department service. This has double value, both for its protective feature and its relation to insurance premium rates.

8. Noise factors in the surrounding area should be considered, such as a nearby railroad, airport, school or playground. Sites under or near the regular airplane flight patterns should be avoided.

9. Protection afforded by surrounding hills, trees, etc., direction and velocity of wind.

10. Soil and drainage conditions.

11. Air pollution in the area, whether due to natural or artificial causes, must be considered.

12. Zoning laws, county and city, must be considered.

## I. ADMINISTRATOR

Upon receipt of a favorable vote authorizing the sale of bonds, it would be wise to give consideration to the employment of the hospital Administrator. This will take fully six months, probably longer. Assuming a period of one year from the Bond Election to the commencement of construction, and an additional two years thereafter for the construction period, the Board should determine when it wishes the Administrator to report for duty. If the Board decides to employ

one with a fairly long experience as an Administrator, it would be advisable to employ him as early as possible so that he can act as a Consultant during the planning phase. If, on the other hand, the policy is to employ a relatively inexperienced person, he would not be qualified to advise on all the complex details which require earnest study in the planning process. But in no event should the Administrator have less than one year on the job prior to the opening of the hospital.

## J. FINANCING

1. While the costs of construction and equipment of a new hospital, including those pre-opening expenses directly related to the hospital's operation, will be met from Bond funds, there are continuing expenses incurred by the District from the moment of its formation. These include Attorney's fees, secretarial service, publication of legal notices, expenses incurred in field visits, audits, etc.

The Local Hospital District Act provides a per annum maximum permissive tax of twenty cents (20c) per hundred dollars of assessed property value for maintenance and operations. The Board should, therefore, set up a budget for its first year to be met by the use of such tax receipts. The amount budgeted should include any cash required for Architect's study fees, site purchase and soil tests if early receipt of Bond money is not anticipated.

In the case of newly formed Districts, the District Act permits sale of Tax Anticipation Notes to provide necessary operating funds even prior to the commencement of the fiscal year in which the tax is to be levied.

2. HOSPITAL SURVEY AND CONSTRUCTION PROGRAM FUNDS. In California, Federal and State funds are available through the Hospital Survey and Construction Program to assist local communities in building hospitals. This program is administered by the State Department of Public Health. Funds are available for general hospitals, tuberculosis hospitals, mental hospitals, chronic disease hospitals, public health centers, nursing homes, diagnostic and treatment centers, and rehabilitation facilities. Funds available through the program are grants which are not repaid. The hospital may qualify for a maximum of one-third of the project cost in Federal funds and one-third in State funds.

Grants available through the Hospital Survey and Construction Program are made after public hearings before the Advisory Hospital Council and in compliance with priorities which are established on the basis of critical need for hospital facilities in the various parts of the State. The State Department of Public Health engages in continuous study of need for hospital facilities throughout the State and on the basis of this study, the State is divided into hospital areas, within each of which estimated needs are established for comparison with the existing facilities of each area. The Hospital Survey and Construction Program has limited funds and for this reason, most applications for assistance must be deferred each year.

Information on area priority and application forms may be obtained from the Bureau of Hospitals, California State Department of Public Health, 2151 Berkeley Way, Berkeley, California. (See Bibliography, Item D).

## K. PUBLIC RELATIONS

A Hospital District, being a public body, is from its inception in the public eye. The very publicity developed in its formation creates an enthusiasm and sympathy for the project. This is good. But positive action is needed to keep the public properly informed, and this must not be permitted to lapse. Hospitals like business institutions have constant problems. The selection of a site may cause controversy. It is of particular importance that the people of the District maintain their faith in the Board's integrity and intelligence. Early contact with the local press can and will be most helpful in developing this public faith.

## L. AUXILIARIES

An Auxiliary, usually formed by and composed of women, (but not necessarily restricted to them) can be a great asset to a hospital. There are two main types of Auxiliaries:

1. The one which is formed for the purpose of providing funds for the hospital, generally to purchase equipment, or to provide some other capital investment.

2. The one which has as its main purpose the provision of services, which would otherwise not be available.

Most Auxiliaries will usually provide both of these functions, but with varying emphasis.

An Auxiliary, aside from the services it provides, is a valuable community public relations arm of the hospital. These friendly volunteers can do much in developing a congenial atmosphere for both the patients and their visitors.

Some services provided by an Auxiliary are:

- Gift Shop
- Shop Cart
- Flower Arrangements
- Transportation of Patients
- Information Service

While certain written information is available on this subject, the best approach is to consult the leaders of existing Auxiliaries. Such contacts should be made with several Auxiliaries, as they vary in character. Actual visits should be made to see them in operation before making any organizational commitments.

An Auxiliary should be established as an agency of your hospital alone. It should not have multiple allegiances. It should develop its own democratic structure, but its operational policies and procedures must be clearly coordinated with the hospital Administrator, to avoid any possible conflict of purpose. A simple resolution establishing the Auxiliary within the frame-work of the District organization will afford it certain legal and tax exempt protections.

Too much emphasis cannot be placed upon the necessity of selecting wisely the persons who will organize the Auxiliary. They must be endowed with all the qualifications of an executive with true leadership ability. There have been quite a few instances of poor starts due to improper selection of these people.

In order to have a functioning Auxiliary when the hospital opens, it would be wise to select the first organizers a year in advance. This

will give them ample time to select a few equally qualified co-workers to make studies and field visits prior to setting up the organization.

Volunteer Auxiliaries are eligible for Class V memberships in the American Hospital Association, 18 E. Division Street, Chicago 10, Illinois, from whom developmental and operational assistance can be obtained. This organization is also the clearing house for all Auxiliary information in the United States and Canada.

## M. GENERAL OBSERVATIONS

1. A District Hospital in operation is very much like a voluntary hospital—and should function in like manner. To maintain equivalent service its costs and revenues will be comparable. The purpose of the District Hospital is to provide hospital needs—not *cheaper hospitalization*. It is, therefore, important that no contrary statements ever be made.

2. Premature appointment of the Medical Staff is inadvisable. Make no promises or commitments to any medical persons or groups until a proper procedure has been established.

One year prior to the anticipated opening of the hospital is ample time for the Board to appoint a small committee of outstanding doctors to prepare and recommend the Medical By-laws. Only after these have been adopted should consideration be given to appointments to the Medical Staff.



# DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA<sup>6</sup>

Name	County	District Organized	Hospital Opened	Number Beds
Sequoia	San Mateo	1947	1950	208 + 138 UC
Sierra Valley <sup>1</sup>	Sierra	1946	1951	10
Sierra View Local <sup>1</sup>	Tulare	1949	Under Const.	42
Soledad Community	Monterey	1948	Inactive	.....
Sonoma Valley	Sonoma	1946	1946 <sup>2</sup>	34
Southern Inyo County <sup>1</sup>	Inyo	1949	1949 <sup>2</sup>	18
Tahoe Forest <sup>1</sup>	Nevada	1949	1952	21
Tehachapi Valley	Kern	1949	Inactive	.....
Tulare Local <sup>1</sup>	Tulare	1946	1951	74
Washington Township	Alameda	1948	Under Const.	157
West Contra Costa <sup>1</sup>	Contra Costa	1948	1954	198 + 47 UC
West Side	Kern	1947	1947 <sup>2</sup>	48
West Valley	Santa Clara	1949	Inactive	.....
South Bay <sup>1</sup>	Los Angeles	1955	Under Const.	145
Tri-City	San Diego	1957	Planning	.....

1. Projects which have received Hill-Burton (P.L. 725) assistance, 28.
2. Date District assumed operation.
3. Includes 30 general and 56 chronic beds.
4. Hospital being operated under lease from District.
5. The San Benito Hospital District was formed in February, 1958. This District is taking over the twenty-five (25) bed Hazel Hawkins Hospital in Hollister, San Benito County.
6. As of January 1, 1958.
7. Licensed for 166 beds, issued February, 1958. Construction for approximately 200 additional beds to commence 1958.

Total Districts (incl. San Benito).....	52
Total hospitals in operation.....	40
Total hospitals under construction.....	4
Total additions under construction.....	4
Total hospitals in planning stage.....	2
Inactive Districts.....	6
Total hospital beds in operation.....	2598
Total hospital beds under construction.....	659
<i>(Exclusive Peninsula Hospital)</i>	

SOURCE: State Department of Public Health, Bureau of Hospitals.

Name	County	District Organized	Hospital Opened	Number Beds
Alta Local <sup>1</sup>	Tulare	1946	1951	51
Antelope Valley <sup>1</sup>	Los Angeles	1953	1955	85
Avenal	Kings	1948	1951	29
Cambria Community	San Luis Obispo	1947	Inactive	.....
Chowchilla	Madera	1948	1957	19
Coalinga	Fresno	1946	1947 <sup>2</sup>	40
Concord	Contra Costa	1948	1952 <sup>2</sup>	54 + 47 UC
Corcoran <sup>1</sup>	Kings	1951	1951 <sup>2</sup>	22
Corning Memorial <sup>1</sup>	Tehama	1946	1952	31
Del Norte Co. Local <sup>1</sup>	Del Norte	1946	1946 <sup>2</sup>	51
Desert	Riverside	1948	1951	61
Eden Township <sup>1</sup>	Alameda	1948	1954	254
El Camino	Santa Clara	1956	Planning	.....
Fallbrook	San Diego	1950	1950 <sup>2</sup>	10
Feather River <sup>1</sup>	Plumas	1953	1956	14
Grossmont <sup>1</sup>	San Diego	1952	1955	105
Heffernan Memorial	Imperial	1947	Inactive	.....
Hemet Valley <sup>1</sup>	Riverside	1946	1946 <sup>2</sup>	56
John C. Fremont <sup>1</sup>	Mariposa	1947	1951	20
Lompoc Community	Santa Barbara	1946	1946 <sup>2</sup>	52
Marin County <sup>1</sup>	Marin	1946	1952	126
Mark Twain <sup>1</sup>	Calaveras	1946	1951	86 <sup>3</sup>
North Inyo County Local <sup>1</sup>	Inyo	1946	1949	31
North San Diego County <sup>1</sup>	San Diego	1948	1950	73 + 58 UC
Norwalk	Los Angeles	1953	Inactive	.....
Palo Verde	Riverside	1948	..... <sup>4</sup>	24
Paso Robles Memorial <sup>1</sup>	San Luis Obispo	1946	1950	32
Patterson <sup>1</sup>	Stanislaus	1948	1950	25
Peninsula	San Mateo	1947	1954	154 <sup>7</sup>
Petaluma <sup>1</sup>	Sonoma	1946	1957	52
Pioneers Memorial <sup>1</sup>	Imperial	1947	1950	80
Pittsburg Community	Contra Costa	1948	1948	103
Plumas <sup>1</sup>	Plumas	1955	Under Const.	25
Salinas Valley	Monterey	1947	1953	150
San Geronimo Pass Mem. <sup>1</sup>	Riverside	1947	1951	46
Seneca <sup>1</sup>	Plumas	1947	1952	14

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# Meeting The Need For Hospital Beds

Published by the

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MRS. MARION C. IBACH, *Secretary*  
23 MESA AVENUE  
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# TABLE OF CONTENTS


FOREWORD . . . . .	Page 3
ACKNOWLEDGMENT . . . . .	4
MEETING THE NEED FOR HOSPITAL BEDS . . . . .	5
A—Preliminary Steps . . . . .	5
B—Study and Decision . . . . .	6
C—Formal Organization to Establish a Hospital District . . . . .	10
D—Sub-Committees . . . . .	12
E—General Observations . . . . .	16
DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA . . . . .	18
BIBLIOGRAPHY . . . . .	23
THE ASSOCIATION OF CALIFORNIA HOSPITAL DISTRICTS, INC. . . . .	24
MAPS . . . . .	Inside Back Cover

## Foreword

So long as the need continues for hospital beds throughout the State, interested individuals and groups will wish information as to how to get action aimed at meeting this need. Too often they are misled by those with self-interest or by sheer ignorance. This pamphlet is intended to assist community-minded persons in obtaining pertinent information from authoritative sources, and providing them with an outline of an orderly procedure, both in acquiring this information and then acting upon it.

It is not the purpose of this pamphlet to influence its readers in behalf of either the voluntary or district type of hospital. The text has been so arranged as to provide the reader with an objective approach to both types. More space has been devoted to the district hospital only because of its relative novelty, whereas the nature of the voluntary hospital is well known.

Just as this pamphlet was ready for printing, a new publication of the American Hospital Association, entitled "Manual of Hospital Planning Procedures" was received. Chapter II of the "Manual" deals with the subject matter of this pamphlet, and its reading is recommended. However, in doing so, it should be borne in mind that the "Manual's" studies are predicated mainly upon large city experience, whereas this pamphlet is attuned to the smaller communities and areas, both suburban and rural.

  
President  
Association of California Hospital Districts, Inc.

April 8, 1959

# MEETING THE NEED FOR HOSPITAL BEDS

When a citizen, or group of citizens, believes that there is a need for hospital facilities, there is a logical course to pursue; namely (1) to confirm this belief, and (2) to follow a planned procedure to obtain the needed facilities.

## ACKNOWLEDGMENT

This hand-book is the creation of Board Members and Administrators of District Hospitals. The staff of the State Bureau of Hospitals has been most helpful in providing valuable suggestions.

Appreciation is also expressed to the United States Government Printing Office, Division of Public Documents, and to the Times-Mirror Company, Los Angeles, for their permission to use their maps for reproduction.

## A. PRELIMINARY STEPS

1. Contact leading members of the local County Medical Society, and secure their confirmation and their cooperation.
2. Communicate with the Bureau of Hospitals, State Department of Public Health, which is constantly making studies of hospital needs in the State. The Bureau will provide certain pertinent data and factors which require consideration, such as "The Local Hospital District Law" and reports showing the hospital bed requirements in each Hospital Service Area. See the maps in the Appendix showing Hospital Service Areas and existing Hospital Districts.
3. At the same time communicate with the Association of California Hospital Districts (address on Page 1). The experience of this group should be valuable. Any request for information and assistance in planning will receive hearty response. A list of existing Hospital Districts with their addresses will be found in the Appendix 1.
4. While the information so far received should be adequate to determine whether or not a need exists, a thorough assessment can only



be made by a comprehensive survey. This should be an early responsibility of the hospital's first Board of Directors, following its organization (See "Guide for Planning a District Hospital" published by the Association of California Hospital Districts).

## **B. STUDY AND DECISION**

### **1. Sponsorship considerations.**

On the assumption that information obtained to date indicates clearly that there is a need for hospital beds, positive determination must be made to establish whether or not a hospital organization is being planned or anticipated by any private or church-sponsored group. If the finding shows no such plans being considered, and the decision is to go forward, you have two choices; viz, either you believe that the citizens of the area to be served would prefer a voluntary non-profit hospital, or they would find the District Hospital the solution of their particular problem.

Thorough consideration should be given to both of these types of sponsorship. Each has its favorable and unfavorable factors in comparison with the other. Among these considerations are:

- a. Long and short term financing of capital requirements.
- b. Annual financing of operational deficits, if any.
- c. Private control versus control by elected officials.
- d. Capacity and willingness to provide hospital facilities for the entire area needing service versus the tendency to serve a more limited area. (The latter decision might cause development of another hospital unit, thereby setting up two competing hospitals with the resultant financial strain and the probable restriction of facilities and services in both of them.)
- e. Economic factors, such as
  - (1) Population trends.
  - (2) Assessed valuation of the taxable property related to a and b above.

### **2. The Voluntary Hospital.**

The voluntary hospital is organized under our Federal and State non-profit tax laws. It represents the general pattern of hospitals which have served the needs of the people from the early days to the present. In the past, it represented the beneficence of individuals and groups who have contributed vast sums, both for capital expenditures and operational deficits.

Today, however, large contributions from a few individual donors are seldom available. As a result, capital fund drives appealing to the general community have been necessary. Furthermore, when operating deficits occur they usually are underwritten by either private annual donations or by Community Chest type of support.

### **3. The Hospital District.**

#### **a. Purpose**

- (1) To provide hospital facilities to serve an area needing these services.
- (2) To serve those who can afford to pay for these services. (Those who cannot afford to pay full rates are the responsibility of the government of the county of which they are legal residents, which operates its own hospital facilities, or contracts for these services with an existing hospital or hospitals. Hospitals operated by counties are generally known as County or Community hospitals).

It should be noted that the primary purpose of a Hospital District is to provide needed hospital services. It is not a device to provide such services at less than cost by tax subsidy. Its only justification for existence is demonstrated need. On this basis it could complement existing hospital facilities.

#### **b. Nature**

- (1) It is an organization designed to operate in a democratic society. Its structure therefore reflects this. The responsibility for its policies and management is completely vested in a Board of Directors, elected by the registered voters of the District. They serve without compensation. The District is autonomous within the provisions of the Act, and is

expected to establish and maintain the highest possible standards of hospital service. To accomplish this, it must be completely free from partisan or pressure groups, both in its control and in its operational procedures.

- (2) A Hospital District is a political sub-division of the State of California, and as such is organized under Division 23 of the California Health and Safety Code. See Bibliography, Appendix 2 a.

#### c. Financing

- (1) A Hospital District is authorized to obtain funds for certain capital expenditures as well as for maintenance and operations by taxing the property owners of the District.
- (2) It may issue bonds for construction, upon approval of a two-thirds majority of those voters balloting at an election held for this purpose. Such bonds are considered to be tax-exempt municipal bonds. They are amortized by regular annual tax levies until all the bonds have been redeemed.

A Hospital District may not have a bonded indebtedness greater than ten percent (10%) of the assessed valuation of the District.

- (3) It may levy a tax for maintenance and operations purposes up to twenty cents (20¢) per annum per hundred dollars (\$100) assessed valuation of the land and property in the District. Such monies may not be used for the construction of patient bed facilities in an amount greater than a fifty thousand dollar (\$50,000) total over a period of four years without the specific approval of the voters of the District.
- (4) It should be borne in mind, however, that it is the intent of the Act that the operating expenses of a District Hospital shall be met by its own revenues. It is expected to operate in similar manner to voluntary non-profit hospitals, and must establish rates for services which shall, insofar as possible, make the hospital self supporting.

Should the District Board determine to request a tax levy in accordance with Paragraph (3) above, it must file with the Board of Supervisors a resolution that the rates and

charges made for its services and facilities are on an overall basis comparable to charges made for similar services and facilities by the non-profit hospitals in the same hospital service area.

- (5) It is permissible to establish different rates for residents of the District than for non-residents.

#### 4. Hospital Survey and Construction Program Funds.

In California, Federal and State funds are available through the Hospital Survey and Construction Program to assist local communities in building hospitals. The program is administered by the State Department of Public Health. Funds are available for general hospitals, tuberculosis hospitals, mental hospitals, chronic disease hospitals, public health centers, nursing homes, diagnostic and treatment centers, and rehabilitation facilities. Funds available through the program are grants which are not repaid, but commit the hospital to a non-profit status for a period of 20 years. The hospital may qualify for a maximum of one-third of the project cost in Federal funds and one-third in State funds.

Grants available through the Hospital Survey and Construction Program are made after public hearings before the Advisory Hospital Council and in compliance with priorities which are established on the basis of relative need for hospital facilities in the various parts of the State. The State Department of Public Health engages in continuous study of need for hospital facilities throughout the State. On the basis of this study, the State is divided into Hospital Service Areas, within each of which estimated needs are established for comparison with the existing facilities of each area. The Hospital Survey and Construction Program has limited funds for annual allocation and for this reason, most applications for assistance must be deferred each year.

It should be noted that these funds are available to both voluntary non-profit and District hospitals, as well as to City and County hospitals.

Action on this will be the concern of the Board of Directors of the District after it has been established, or of the voluntary hospital, whichever is appropriate.

#### 5. The Decision

Should the decision be to carry the project on as a private enterprise, the steps to follow will be similar to those required for the estab-

lishment of a Hospital District, with the omission, of course, of those activities unique to the Hospital District, which will be quite apparent. If the decision is to establish a Hospital District, the following pages should be of value.

### C. FORMAL ORGANIZATION TO ESTABLISH A HOSPITAL DISTRICT

1. Should the decision be to form a Hospital District, the time has arrived to expand the original group, or, better perhaps, to organize a new and larger one.

It should be remembered that up to this moment the committee has operated quietly and informally. Now, formal organization and action are in order. Now is the time to privately brief the press about the project, and secure its cooperation.

2. The next step is to invite people to a meeting intended to develop a formal organization. Consideration should be given to comprehensive representation of all important community-minded organizations and individuals to assure:

- a. Full geographic representation
- b. Organized business groups
- c. Organized labor
- d. Religious groups
- e. Social groups
- f. Service organizations
- g. Parent-Teacher Associations
- h. The County Medical Society
- i. The Press
- j. Key City and County officials, including the County Health Officer
- k. Heads of existing hospitals (if any)

3. Suggested Agenda for the Organization Meeting:
  - a. Narration of historical background of the project
  - b. Recommendation of original group to form a Hospital District and why
  - c. Description of the nature of a Hospital District
  - d. Affirmation of this recommendation by an official representative of the County Medical Society
  - e. Affirmation by the County Health Officer
  - f. Statements by key public officials, such as the
    - (1) Chairman of the County Board of Supervisors
    - (2) Mayors of cities in the area
  - g. Statements by selected important community leaders in favor of the project
  - h. Decision by those present to form themselves into a Committee to establish a Hospital District
  - i. Election of officers
  - j. Election of Executive Committee
  - k. Authorization to Executive Committee to appoint necessary sub-committees, such as:
    - (1) Legal
    - (2) Finance
    - (3) Survey
    - (4) Publicity
    - (5) Petition

1. Authorization to Executive Committee to take such action as is deemed necessary for the success of the project.

It is recommended that no action be taken at this time to define the geographic limits of the proposed District. This decision should be made only after further committee study.

Until the decision on this has been made, the naming of the proposed District should be deferred. (See Sec. 32003 of the Act). In any



event, to avoid confusion, it is strongly recommended that the word "County" or "Community" be excluded from the title of the District and the hospital.

## D. SUB-COMMITTEES

While sub-committee functions will follow the practices normally expected of them, a few observations based upon experience may be helpful.

### 1. Legal

This function will more than likely be performed by one person rather than by a committee. If so, much thought should be given to the appointment of this person, for he may possibly become Attorney for the District if it comes into being.

He therefore should be qualified by experience in public law, as there are many decisions and actions by the District Board of Directors which will require legal advice, based upon considerations unique to public bodies.

The Committee's attorney will, like other members of the Committee, probably serve the Committee without compensation.

### 2. Finance

This committee will have two responsibilities:

- a. To obtain sufficient funds to underwrite a campaign for a successful vote authorizing establishment of the District.
- b. To obtain a bond which will guarantee the cost of organizing the District.

When a petition for the formation of a local Hospital District has been signed by the necessary number of signers, it must be filed with the Board of Supervisors of the county in which it will be located, together with a bond in the amount of double the probable cost of organization of the District. This bond shall be conditional that the

sureties will pay all costs of the election if the District is not formed. If the District is formed, the costs are to be paid from the taxes levied by the District. (See Sections 58530-1-2 of the Government Code)

While the experience in the existing Districts has varied with respect to the securing of this bond, quite a few have found the County Medical Society willing to assume this obligation.

### 3. Survey

- a. This Committee should first verify the data and confirm the conclusions reached by the informal group.

- b. It should then conduct a study for the purpose of determining the geographic area to be included in the District. No hasty decision should be made on this, as it is quite cumbersome to change the boundaries once the District has been legally established. Among the factors to be considered are:

- (1) Population figures, both current and projected
- (2) Economic or trade areas
- (3) Natural barriers, such as mountains, which would preclude utilization of proposed facilities
- (4) Transportation factors
- (5) Inclusion of distant areas, which otherwise would be left without their own hospital facilities
- (6) Proximity and location of other hospitals. (While normal considerations of the area will tend to suggest general areas for the location of the hospital, it is strongly emphasized that no study of sites be made, nor even a suggestion in this respect. To do so would very possibly jeopardize the whole project by stimulating opposition. The selection of the hospital site will be the responsibility of the District Board of Directors when appointed, and will require much study on their part.)

- (7) Areas where land ownership is in very large holdings, yet without the prospect of having a sufficient number of residents who would benefit from the proposed facilities. Owners of such large estates or properties would be likely to

oppose the establishment of the District on the premise that they would be subjected to an unfair tax burden in relation to potential benefits.

- (8) Total property assessment figures and their relationship to any potential taxes in behalf of the District.

c. The Bureau of Hospitals, State Department of Public Health, should then be consulted to verify whether the conclusions of the Survey Committee and the Bureau are not inconsistent with each other.

d. The next step is to report the Committee's findings and conclusions to the Executive Committee, and recommend that the latter request the County Board of Supervisors to obtain from the State Department of Public Health a certificate relative to the need for hospital beds, pursuant to Section 32002 of the Local Hospital District Law.

#### 4. Publicity

a. The success of this project will in large measure be the responsibility of the Publicity Committee. A well-planned program is essential, and this can best be accomplished by persons professionally experienced in this field. This does not necessarily mean that a professional publicity man or firm need be employed; but that persons engaged in various publicity media (such as newspaper publishers, radio station owners and public relations people) be involved in the planning and implementation of the publicity program.

b. A survey of twenty-one (21) Hospital Districts indicated the following media to be effective:

- (1) Personal contacts
- (2) Newspapers (both for normal publicity and advertising)
- (3) Speakers committee to cover all organizations and groups
- (4) Radio
- (5) Television (if available)
- (6) House organs and club bulletins

- (7) Direct mail and explanatory brochures
- (8) Window cards
- (9) Outdoor advertising
- (10) School cooperation where possible
- (11) Church cooperation
- (12) Telephone appeal
- (13) Transit advertising
- (14) Movie trailers
- (15) Bill stuffers
- (16) Organization endorsements

c. The campaign should be carefully timed in the use of the above programs, so that the greatest effort is concentrated during the last three weeks prior to the election, and particularly the final week. A spirit of enthusiasm must be developed and maintained.

d. As the campaign progresses, the committee must be ever on the alert to ascertain:

- (1) What groups are in full support
- (2) What groups are apathetic
- (3) What groups are opposed
- (4) Where is there any organized opposition

Requests for endorsements will assist in identifying group attitudes.

e. A spot telephone check ten days prior to the election will give an indication of the final vote to be expected. The text of the phoned request should be so worded as to invite frank response. It should not appear as emanating from the Committee for fear of defeating its purpose.

f. A word of caution may be in order. People in their enthusiasm are often prone to make inaccurate or exaggerated statements in order to win votes. This should be avoided by thorough indoctrination of all speakers and other advocates. Likewise, should there be careful editing of all written material for the same reason. The truth, without lavish statements or promises, not only should be sufficient to gain the necessary favorable votes,



but should also start the District on a firmer footing. The Board of Directors should not be placed in the embarrassing position of being forced to deny the validity of statements made during the campaign.

- g. The publicity program and its estimated cost should be submitted as early as possible to the Executive Committee for approval. Favorable action by the latter should be deferred pending consideration by the Finance Committee of its ability to secure the necessary funds. Some assistance here may be obtained by having some of the advertising underwritten by sponsors.

## 5. Petition

- a. This committee should take action pursuant to Section 32003 of the Hospital District Law. The latter specifies that a petition containing signatures of registered voters equal in number to at least fifteen percent (15%) of the total votes cast at the preceding gubernatorial election by voters residing within the boundaries of the proposed District, be presented at a regular meeting of the supervising authority of the County (Board of Supervisors).

- b. Experience has shown that many signatures obtained by eager solicitors are not those of qualified voters. It is therefore recommended that at least ten to fifteen percent (10% to 15%) excess signatures over the minimum requirement be obtained to allow for elimination of disqualified signatures.

## E. GENERAL OBSERVATIONS

### 1. Timing of Election

The date set for the election has more significance than might appear on the surface.

- a. Check the community calendar so as to avoid conflict with other events of major community interest.
- b. Try to have the election date set at a time when no other issues are up for decision.
- c. Allow plenty of time for the campaign to be properly planned and implemented.

## 2. Multiple Use of District Facilities.

There have been instances when the planners of a District have considered multiple use of the District facilities, such as permitting utilization of District property by a County Department, a blood bank, a Medical Society, or an ambulance service.

While there may be value in permitting such arrangements in some places, decision on these matters can only be made after thorough study of many factors. These considerations will be the responsibility of the District Board of Directors, and therefore no commitment can be made by those whose sole responsibility is the establishment of the District.

## 3. The District Board of Directors.

The first Board of Directors of a Hospital District is appointed by the County Board of Supervisors. While the selection of these individuals is the prerogative of the Supervisors, it might be expected that they would welcome suggestions from the Committee which was responsible for the establishment of the District.

The experience to date justifies the statement that the quality of the first Board of Directors sets the tone for the District, and gives an indication of the kind of District which may be expected in the future. Selfish motivation in their selection will surely lead to lack of harmony, with the probability that the hospital will become a political football.

Membership on the Board of Directors should be considered an honor. Those who serve on it should look upon it as a prized community activity and be willing to serve with true dedication. Persons should be selected on the basis of their individual merit, integrity and experience, and not as representatives of partisan or pressure groups. This statement cannot be over-emphasized.

It is furthermore desirable that the Board membership reflect balance as to life experience and age. Recognition of geographic considerations is desirable. But, with the five (5) member legal limitation, merit must be the overriding factor.

Recommendations to the Board of Supervisors in this matter must be handled with delicacy, yet directly and frankly. Committee discussion of it should only be initiated after the election. But this activity should be undertaken as soon after the election as possible.

# APPENDIX 1

## DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA

JUNE 1, 1959

NAME OF DISTRICT ① NAME OF HOSPITAL ②	County	Hospital Address	Hospital Telephone	Licensed Number of Beds	Map C Reference Number
ATLA LOCAL, 1946 ③ <i>Alta Local District, 1951</i>	Tulare	500 Adelaide Way Dinuba	Dinuba 1106	51	29
ANTELOPE VALLEY, 1953 ③ <i>Antelope Valley, 1955</i>	Los Angeles	1600 West Avenue J Lancaster	Whitehall 8-4577	86	43
AVENAL, 1948 <i>Avenal District, 1951</i>	King	P. O. Box 4357 Avenal	Avenal 278	30	32
BLOSS MEMORIAL, 1958 <i>Inactive</i>	Merced	P. O. Box 517 Arwater	.....	20 P	22
CAMBRIA COMMUNITY, 1947 <i>Inactive</i>	San Luis Obispo	Cambria	.....	....	37
CHOWCHILLA MEMORIAL, 1948 <i>Chowchilla District Memorial, 1957</i>	Madera	1104 Ventura Avenue Chowchilla, P. O. Box 1027	Montrose 5-3781	19	23
COALINGA, 1946 <i>Coalinga District, 1947</i>	Fresno	Washington & Sunset Sts. Coalinga, P. O. Box 634	Wells 5-2051	40	33
CONCORD, 1948 <i>Concord Community, 1952</i>	Contra Costa	2540 East Street Concord	Mulberry 2-8200	61 + 38 UC	10
CORCORAN, 1951 ③ <i>Corcoran District, 1951</i>	Kings	1310 Hanna Avenue Corcoran	Wyman 2-3124	23	31
CORNING, 1946 ③ <i>Corning Memorial, 1952</i>	Tehama	Solano & Marguerite Ave. P. O. Box 617, Corning	Taylor 4-5451	31	5
DEL NORTE COUNTY LOCAL, 1946 ③ <i>Seaside, 1946</i>	Del Norte	100 'A' Street Crescent City	Ingersoll 4-3131	51	1

18

## DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA (Cont'd)

NAME OF DISTRICT ① NAME OF HOSPITAL ②	County	Hospital Address	Hospital Telephone	Licensed Number of Beds	Map C Reference Number
DESERT, 1948 <i>Desert, 1951</i>	Riverside	1151 N. Via Miraleste Palm Springs, P. O. Box EE	Fairview 4-1417	64	48
DEWEN TOWNSHIP, 1948 ③ <i>DeWen, 1954</i>	Alameda	20103 Lake Chabor Road Castro Valley	Jefferson 7-1234	254	19
CAMINO, 1956 <i>Camino, Inactive</i>	Santa Clara	2500 Grant Road Mountain View	Yorkshire 8-8111	307 UC	17
ELLBROOK, 1950 ③ <i>Ellbrook, 1952</i>	San Diego	331 S. Main Street Fallbrook	Randolph 8-1419	10 + 10 P	52
FAIRVIEW RIVER, 1953 ③ <i>Fairview River District, 1956</i>	Plumas	174 Hot Springs Road Greenville	Butler 4-2581	14	3
FOSSMONT, 1952 ③ <i>Fossmont, 1955</i>	San Diego	P. O. Box 158 La Mesa	Hopkins 9-6111	111 + 134 UC	54
FFERNAN MEMORIAL <i>Inactive</i>	Imperial	.....	.....	....	55
FREMONT VALLEY, 1946 <i>Fremont Valley, 1946</i>	Riverside	P. O. Box 457 Hemet	Olive 8-3267	56	46
FRANK C. FREMONT, 1947 ③ <i>Frank C. Fremont, 1951</i>	Mariposa	P. O. Box R Mariposa	Mariposa 2401	24	24
GLADYSAY LOCAL, 1958 <i>Gladysay District, 1958</i>	Tulare	P. O. Box 1297 Lindsay	Lindsay 2-2055	29	28
LOMPOC, 1946 ③ <i>Lompoc, 1946</i>	Santa Barbara	300 South 'D' Street Lompoc	Lompoc 2165	52	41
MARIN COUNTY, 1946 ③ <i>Marin General, 1952</i>	Marin	250 Bon Air Road San Rafael	Glenwood 3-3110	126	14
MARK TWAIN, 1946 ③ <i>Mark Twain, 1951</i>	Calaveras	San Andreas	Skyline 4-3521	89 •	8

# DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA (Cont'd)

NAME OF DISTRICT ① NAME OF HOSPITAL ②	County	Hospital Address	Hospital Telephone	Licensed Number of Beds	Map C Reference Number
NORTHERN INYO COUNTY LOCAL, 1946 ③ <i>Northern Inyo, 1949</i>	Inyo	Sunland & Line Sts., Box 1017 Bishop	Bishop 4461	31	
NORTHERN SAN DIEGO COUNTY, 1948 ③ <i>Escondido, 1950</i>	San Diego	550 East Grand Avenue Escondido	Sherwood 5-2300	73 + 60 UC	
NORWALK, 1953 <i>Inactive</i>	Los Angeles	.....	University 4-6135	....	
OJAI VALLEY, 1958 <i>Inactive</i>	Ventura	P. O. Box 783 .....	Milton 6-3000	....	
PALO VERDE, 1948 † <i>Palo Verde, .....</i>	Riverside	250 North First Street P. O. Box 877, Blythe	Blythe 3531	....	
PASO ROBLES WAR MEMORIAL, 1946 ③ <i>Paso Robles War Memorial District, 1950</i>	San Luis Obispo	15th Street, Extended Paso Robles, P. O. Box 367	Paso Robles 1200	32	
PATTERSON, 1948 ③ <i>Del Puerto, 1950</i>	Stanislaus	P. O. Box 458 Patterson	Tyler 2-2941	25	
PENINSULA, 1947 <i>Peninsula, 1954</i>	San Mateo	1783 El Camino Real Burlingame	Oxford 7-4061	218 + 158 UC	
PETALUMA, 1946 ③ <i>Hillcrest, 1957</i>	Sonoma	Hayes St. & El Rose Drive Petaluma	Porter 2-2706	52	
PIONEERS MEMORIAL, 1947 ③ <i>Pioneers Memorial, 1950</i>	Imperial	Route 1, Box 70 Brawley	Fieldbrook 4-2120	80	
PITTSBURG COMMUNITY, 1948 <i>Pittsburg Community, 1948</i>	Contra Costa	550 School Street Pittsburg	Hempstead 2-2941	103	
PLUMAS, 1955 ③ <i>Plumas District, 1959</i>	Plumas	Meadow Valley Road Quincy	Quincy 265	25	
SALINAS VALLEY MEMORIAL, 1947 <i>Salinas Valley Memorial, 1953</i>	Monterey	450 E. Romie Lane Salinas	Harrison 4-2251	150	

20

# DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA (Cont'd)

NAME OF DISTRICT ① NAME OF HOSPITAL ②	County	Hospital Address	Hospital Telephone	Licensed Number of Beds	Map C Reference Number
SAN BENITO, 1958 <i>Hazel Hawkins Memorial, 1958</i>	San Benito	916 Monterey Street Hollister	Mercury 7-3741	25	34
SAN GORGONIO PASS MEMORIAL, 1947 ③ <i>San Gorgonio Pass Memorial, 1951</i>	Riverside	Highland Springs Road Banning	Victor 5-1121	46	47
SENECA, 1947 ③ <i>Seneca, 1952</i>	Plumas	P. O. Box 608 Chester	Alpine 8-4501	14	2
SEQUOIA, 1947 <i>Sequoia, 1950</i>	San Mateo	Whipple & Alameda Redwood City	Emerson 9-1411	208 + 135 UC	16
SIERRA VALLEY, 1946 ③ <i>Sierra Valley District, 1951</i>	Sierra	P. O. Box 818 Loyalton	Wyman 3-4412	10	6
SIERRA VIEW LOCAL, 1949 ③ <i>Sierra View District, 1958</i>	Tulare	711 W. Putman Avenue Porterville	Sunset 4-1110	40	27
SOLEDAD COMMUNITY, 1948 <i>Inactive</i>	Monterey	.....	.....	....	36
SONOMA VALLEY, 1946 <i>Sonoma Valley, 1948</i>	Sonoma	348 Andrieux Street Sonoma	Webster 8-4786	34	12
SOUTH BAY, 1955 ③ <i>South Bay District</i>	Los Angeles	514 N. Prospect Avenue Redondo Beach	Frontier 2-1121	149 UC	44
SOUTHERN INYO COUNTY LOCAL, 1949 ③ <i>Southern Inyo County, 1955</i>	Inyo	501 East Locust Street P. O. Box 236, Lone Pine	Lone Pine 2191	18	26
TAHOE FOREST, 1949 ③ <i>Tahoe, 1952</i>	Nevada	P. O. Box 1345 Truckee	Luther 7-3541	21	7
TEHACHAPI VALLEY, 1949 <i>Inactive</i>	Kern	.....	.....	....	40
TRI-CITY, 1957 ③ <i>Tri-City</i>	San Diego	580 Elm Avenue Carlsbad	Parkways 9-1167	87 P	53



## APPENDIX 2

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23 Mesa Avenue  
Mill Valley, California  
(1958)

- c. California Hospital Survey and Construction Program

State Department of Public Health,  
October 22, 1957

- d. Manual of Hospital Planning Procedures

American Hospital Association  
840 North Lake Shore Drive  
Chicago 11, Illinois  
(1959)

# DIRECTORY OF HOSPITAL DISTRICTS IN CALIFORNIA (Cont'd)

NAME OF DISTRICT ① NAME OF HOSPITAL ②	County	Hospital Address	Hospital Telephone	Licensed Number of Beds	Map C Reference Number
TULARE LOCAL, 1946 ③ <i>Tulare District, 1951</i>	Tulare	869 Cherry Avenue Tulare	Murdock 6-4724	74	30
WASHINGTON TOWNSHIP, 1948 ③ <i>Washington Township, 1958</i>	Alameda	2000 Mowry Avenue Fremont	Sycamore 7-1111	157	18
WEST CONTRA COSTA, 1948 ③ <i>Brookside, 1954</i>	Contra Costa	2000 Vale Road San Pablo	Beacon 5-7000	246	11
WEST SIDE COMMUNITY, 1957 <i>West Side Community, 1957</i>	Merced	P. O. Box B Gustine	Ulrich 4-3726 Newman 2951	18	21
WEST SIDE, 1947 <i>West Side District, 1947</i>	Kern	110 East North Street Taft	Roger 5-2184	48	39

## LEGEND

- ①. Year of District Formation.  
②. Year District assumed operation.  
③. Projects which have received Survey and Construction Program funds (Total 31).  
\*. Includes 30 general and 59 chronic beds.  
†. Palo Verde District leases equipment to Palo Verde Hospital Association, Inc.  
UC. Under Construction.  
P. Planning.

Number of hospitals in operation.....	45
Number of hospitals under construction.....	2
Number of hospitals in planning stage.....	2
Number of districts operating clinic and ambulance service.....	1
Number of districts active only as equipment lessors.....	1
Number of inactive districts.....	4
Total number of districts.....	55

Number of hospital additions under construction.....	5
Number of hospital additions in planning stage.....	2
Number of hospital beds in operation.....	2969
Number of hospital beds under construction.....	981
Number of hospital beds in planning stage.....	203

### APPENDIX 3

#### THE ASSOCIATION OF CALIFORNIA HOSPITAL DISTRICTS, INC.

Following the enactment of the Hospital District Law in 1945, several Hospital Districts were established. As of June 1959 there was a total of fifty-five. The uniqueness of this district type of hospital, which presented certain experiences and problems quite distinct from proprietary and voluntary hospitals, prompted the organization of the Association of California Hospital District Directors, Inc., in 1945. (The name was changed in 1956 by dropping the word "Directors" in its title.)

All Hospital Districts are eligible for Association membership, which is not intended to conflict with the purposes and goals of the California Hospital Association. As a matter of fact, each of them is at this writing a member of the latter Association. There is, however, a basic difference in the controls of these two Associations. The Board of Trustees of the California Hospital Association is composed entirely of hospital administrators, whereas the Board of Directors of the Association of California Hospital Districts is made up only of District directors.

Most Board Members at the time of taking office are without prior hospital experience. To serve effectively they must learn "on the job". This Association can be helpful to them by means of its activities, including conferences wherein programs and problems are discussed.

The District Association's activities are mainly concentrated on those matters which are unique to Hospital Districts. These may include such considerations as policies, public relations and legislation. The record to date has fully justified the Association's existence. Through its activities, policies have been given direction and State legislation has been both initiated and influenced in order to improve the local Hospital District Law. As in other fields of human endeavor and interest, continued activity in these areas is necessary.

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#### MAPS

*(inside back cover)*

- A. Hospital Service Areas, State of California.
- B. Hospital Service Areas, County of Los Angeles.
- C. Hospital Districts in California.



## INDEX -- Robert J. Koshland

- Ackerman, Lloyd, Jr., 112  
 Adams, Maude, 10  
 American Hospital Association, 161  
 American Jewish Committee, 90  
 American Red Cross. See Robert J. Koshland: volunteer career; wife, Delphine  
 American Woolen Company. See Robert J. Koshland: business career, selling in New  
 England and Philadelphia  
 Anderson, Dr. William, 169  
 Association of California Hospital Districts, 199-201. See also Robert J.  
 Koshland: volunteer activities
- Bache, Harold, 51, 62  
 Barrows, David, 12, 42  
 Bay Area Health Facilities Planning Association. See Robert J. Koshland:  
 volunteer career  
 Bay Area Social Planning Council. See Robert J. Koshland: volunteer career  
 Beresford Country Club, 89, 207  
 Berk, Mark, 170, 203, 231  
 Black, Shirley Temple, 120-121, 180  
 Blumberg, Mark, 168, 177-178  
 Brownstein, Louis, 155-157
- California Hospital Association. See Robert J. Koshland: volunteer career  
 California Medical Association, 200, 202  
 Carr, Luther, 146  
 Chennault, General Claire, 103-106  
 Cheseborough, Helen, 142  
 Chiang Kai-shek, General and Madam Chiang, Mei-ling, 107-108, 118-119, 125-126  
 Child Welfare League, 141-142  
 Children's Home Society of California, 183  
 China Air Service. See Robert J. Koshland: military career, World War II  
 Chinese Army. See Robert J. Koshland: military career, World War II  
 College of the Pacific, 169  
 Commonwealth Club of California, 209-210  
 Comprehensive Health Planning Association. See Robert J. Koshland: volunteer  
 career  
 Concordia Club, 157, 208

Davis, George, 149  
 DeMarche, David, 184, 192  
 Depression. See Robert J. Koshland: business career, Depression  
 Draper, Murray, 209

Ehrman, Herbert (Brute), 90  
 Erickson, Richard, 205  
 Eureka Benevolent Society, 6

Fazackerly, Donald, 160  
 Federation of Jewish Charties, Boston, 2  
 Fine, Rabbi Alvin, 112-114  
 Foerster, Roland, 38  
 Friedman, Sidney, 154

Garden, Hospital, 7  
 Geary Theater, 10  
 Greenberg, Stuart, 155, 156

Haber, William, 17  
 Ham, Roswell, 39  
 Hebrew Home. See Robert J. Koshland: volunteer career  
 Heller, Walter, 137, 203  
 Hellman, Ruth Koshland, 124  
 Hexter, Maurice, 130, 152  
 Hill-Burton Act, 146, 148, 162  
 Hoag, Dr. Carl, 149, 152, 201  
 Home for Incurables, 7  
 Home Society. See Robert J. Koshland: volunteer career  
 Homewood Terrace. See Robert J. Koshland: volunteer career  
 Hood, General Robin, 104

Ibach, Marian, 175  
 Imus, Howard, 149, 152  
 Israel, 14

Jacobs, Jean (Mrs. Tevis), 141  
 Jews:  
   American, World War II, China, 113  
   Eastern European, 14-17  
   German, 4, 16  
   Polish, 14  
   Russian, 14

- Jewish Community, 220, 221
- Jewish Home for the Aged. See Robert J. Koshland: volunteer career
- Jewish Welfare Federation, 186, 221. See also Robert J. Koshland: volunteer career
- Jewish Welfare Fund. See Robert J. Koshland: volunteer career
- Joint Commission on Accreditation (medico-administrative), 201
  
- Kahn, Julius, 23, 32
- Kaplan, Kyman, 17, 136, 137, 152
- King, Kenneth, 180
- Kirstein, Louis, 130
- Koshland, Jr., Dr. Daniel, 232
- Koshland, Edith, 124
- Koshland, Robert J.:
  - athletics, 11, 64-67
  - attitudes. See also Robert J. Koshland: personal views
    - assimilation, 34
    - intermarriage, 16
    - temple membership, 18
  - business career: J. Koshland and Company, Boston, 48-50
    - apprenticeship, 52-54
    - Depression, 61-62
    - partnership, 60, 80-81, 85
    - police strike, Boston, 196-198
    - selling, 58-59
    - S.J. Koshland, San Francisco, 63-64
    - wool buying, 54-57
  - business ventures, 94-95, 121-122
    - Depression, 121-123
    - Market Realty Corporation, 95
  - childhood and youth, 6-9, 12-15, 23-32, 35, 36
    - athletics, 11-12, 34, 43-44
    - education:
      - Lowell High School, 20, 24, 28, 36-37
      - Pacific Heights School, 11, 28-30
      - Secretary, Class of 1914, 212
      - University of California, Berkeley, 11-12, 33-34, 38-47, 95
        - Alumni Council, 205-206
        - Beta Gamma Sigma, 44
        - Big C Society, 210-211
        - Circle C, 44
        - College of Commerce Club, 44
        - School of Public Health Graduate Division, 172-173
        - swim team, 34, 43-44
  - friends, 11
  - home life, 7-13, 23-27, 30
  - household staff, 7, 8, 25, 26
  - Jewish background, 10, 14
  - San Francisco Earthquake, 1906, 26-27
  - travel, 2-23, 27, 50-52

- values, 6-7
- expectations and values, 227-228
- family, 217-219. See also Appendix A, Appendix B
- aunts
  - Caroline Koshland Greenebaum, 3
  - Fanny Koshland Haas, 3
  - Nettie Koshland Sinsheimer, 3
- brother, Daniel E. Koshland, Sr., 8, 12, 23, 38, 40-44, 51, 61-62, 69, 77, 113, 127
  - oral history, 61-62
- children, 225-237
  - Margaret Koshland Arnold, 88, 92, 112, 226
  - Robert M. Koshland, Jr., 88, 92, 111-112, 225, 228
  - Susan Koshland Thede, 92, 226-227
- children's spouses, 235, 236
  - Robert Arnold, 111-112, 226
  - Mabel Cardiff (Mrs. Robert) Koshland, Jr., 231
  - Robert Thede, 226
- cousins
  - Walter Haas, Sr., 3, 23
  - Edgar Sinton, 3, 19, 23, 242
  - Stanley Sinton, Sr., 3, 64-65, 86-87, 242
- grandchildren and great grandchildren, 235-236
  - Kirk Arnold, 226
  - Michael Arnold, 226 (m. Lucy Heyneman)
  - David Thede, 226 (m. Kerry Dodge)
  - Scott M. Koshland, 232
  - Lisa Favreau, 226-227
  - Nancy Thede (Mrs. Richard) Favreau, 226-227
  - Keven Arnold Madvig, 226
  - Cortney R. Johanson, 226-227
  - Suzanne Thede (Mrs. Charles) Johanson, 226-227
- grandparents, 26-27
  - Rosina Frauenthal Koshland, 5
  - Simon Koshland, 4-5, 18-19, 48-50
  - Bernhard and Rebecca Schweitzer, 5, 6
- great uncles
  - Max and Nathan Koshland, 4
  - Jewish activities, 2
- nephew
  - Dr. Daniel Koshland, Jr., 232
- parents, 217
  - father, Marcus Koshland, 6, 14, 63-64
  - mother, Corrine Schweitzer Koshland, 6-10, 12-14, 32-33, 89, 127, 217
    - San Francisco Opera Association, 7
    - San Francisco Symphony Association, 7
- sister
  - Margaret Helen Sloss (Mrs. Louis E.), 16, 28, 127

- uncles, 1, 234-235
  - Abraham Haas, 3
  - Abraham, 1-2, 62, 64-65
  - Jesse, 1-2, 63-65, 124
  - Joseph, 1-2
  - Montefiore, 3
- wife, Delphine Rosenfeld Koshland, 81-82, 99, 236-237, 244-246
  - cousin, Bennett Cerf, 245
  - family, 244-246
  - parents, Minnie Wise Rosenfeld and Charles Rosenfeld, 244
  - University of California, Berkeley, 245
  - volunteer activities, 245-246
    - American Red Cross, San Mateo Chapter, 246
    - Peninsula Hospital Auxiliary, 245
    - Suicide Prevention and Crisis Center, 246
- Jewish life, Boston, 64-65
- marriage and family life, Boston, 81-88, 128
  - Hillsborough, California, 88-93
- military career
  - World War I, 50-51, 69-79, 115-116
  - World War II, 7, 72-73, 76, 96
    - Legion of Merit, 114-115
    - Twelfth Air Service Group command, China, 100-118
  - women in military, 123-125
- personal views, 215-224, 233, 237-241
- political, 119, 120
- publications, 161
  - "Guide for Planning a District Hospital," 163, 167, 170. See also Appendix C
  - "Meeting the Need for Hospital Beds," 167, 170. See also Appendix D
- volunteer career:
  - Advisory Committee of the Harvard Cancer Commission, 128
  - Advisory Council to State Commission on Aging, 204
  - American Hospital Association, 164
  - American Red Cross, San Mateo County, 142-143, 213-214
  - Association of California Hospital Districts, 173-175, 199-201
  - Bay Area Health Facilities Planning Association, 148, 167-169, 179-181
  - Bay Area Social Planning Council, 184
  - Bay Area Welfare Planning Federation, 176, 182, 184, 216-217
  - Boy Scouts of America, 129
  - California Hospital Association, 163, 170-171, 200-201
  - California Council for Social Work, 136
  - Children's Home Society of California, 183
  - Community Chest of San Mateo County, 153
  - Community Council of San Mateo County, 175
  - Comprehensive Health Planning Association, 148, 181
  - Concordia Club, 208
  - disappointments, 219-220
  - Distribution Committee, San Mateo Foundation, 185
  - Federation of Jewish Charities, 136



Health Systems Agency, 148, 181, 182  
 Hillsborough School Foundation, 211  
 Homewood Terrace (Home Society), 6, 141-142  
 Jewish Home for the Aged (Home for Disabled Jews), 153-156  
 Jewish Welfare Federation, 15, 138, 177-178  
     Boston, 15, 130  
     San Francisco, San Mateo, and Marin Counties, 15-16, 137-138  
 Jewish Welfare Fund, 137, 143  
 Military Order of the World War, 135-136  
 Mt. Zion Hospital study, 151, 157, 168, 177-178, 202-203  
 National Assembly for Social Policy and Development Planning, 190-191  
 National Council of Jewish Federations and Welfare Funds, 144-145  
 Northern California Presbyterian Homes, 191-193  
 Peninsula Golf and Country Club (Beresford Country Club), 89, 207-208  
 Peninsula Hospital, 148-149, 160-162, 172-173, 201-202, 219  
 Peninsula Hospital District, 146-147, 152  
 Peninsula Hospital and Medical Center Foundation, Trustee, 206  
 Presbyterian Hospital, 158-159, 165, 168, 181, 215  
 Presbyterian Hospital Board of Directors, 158-161  
 San Mateo County Commission on Aging, 193-195  
 San Mateo County Unemployment Relief Administration, 131-135  
 San Mateo Foundation, 185, 188-189  
 Services for Seniors, 193  
 State District Hospital Association, 163-164  
 United Bay Area Crusade, 182  
 United Way, 183  
 West Bay Health Systems Agency, 181  
 Western States Regional Council for Jewish Federations and Welfare Funds,  
     138-140  
 Zionism, 222

Lauritzen, John, 187  
 Law, Harland and Herbert, 94  
 Levi Strauss and Company, 225  
 Lilienthal, Frances and Theodore, 11, 185  
 Lilienthal, Jack, 11  
 Lilienthal, Jesse Warren, Sr., 32  
 Livingston, Lawrence, 39  
 Lowell High School, 8

Maule, Joshua, 149  
 May, John, 185  
 McCloskey, Pete, 120  
 McEckearn, Dr., 163  
 McLaren, Loyal, 37  
 McLaughlin, Donald, 26, 38  
 McMillian, Wayne, 176-177, 184  
 Menuhin, Yehudi, 10

Meir, Julius, 140  
 Mellon, Cula and Thomas, 193  
 Merrill, Fred, 160, 165  
 Meyer, Alfred, 11, 95  
 Millard, Avery, 164  
 Mills Hospital, 153  
 Montieux, Pierre, 10  
 Mt. Zion Hospital, 151, 221. See also Robert J. Koshland: volunteer career

Nachtrieb, Harold, 38  
 National Council of Jewish Federations and Welfare Funds. See Robert J. Koshland: volunteer career  
 Northern California Presbyterian Homes. See Robert J. Koshland: volunteer career

O'Brien, Monsignor Timothy, 171, 180  
 O'Connor, Michael, 149

Pacific Hebrew Orphan Asylum, 6  
 Paley, Martin, 121, 149, 167, 179-180  
 Parker, Carleton, 12, 41, 45, 50, 62  
 Peninsula Hospital, 221. See also Robert J. Koshland: volunteer career  
 Peninsula Hospital District. See Robert J. Koshland: volunteer career  
 Peninsula Golf and Country Club. See Robert J. Koshland: volunteer career  
 Phleger, Herman, 51  
 Presbyterian Hospital, 181. See also Robert J. Koshland: volunteer career

Raphael, Morton, 121  
 Ransohoff, James, 11  
 Reichert, Rabbi Irving, 113  
 Rosenbaum, Fred, 112, 220

San Francisco Earthquake, 1906, 21, 26-27  
 San Francisco Foundation, 149, 185, 188  
 San Mateo County Commission on Aging. See Robert J. Koshland: volunteer career  
 San Mateo Foundation. See Robert J. Koshland: volunteer career  
 Schaefer, Lester, 192  
 Schilling, Libby, 171  
 Schoolcraft, John, 39  
 Selekman, Ben, 130  
 Senger, J. Henry, 42  
 Services for Seniors, 193  
 Sinton, Mrs. Edgar, 35  
 Sloss, Hattie, 32, 136  
 Sloss, Louis, 11

Sloss, Judge Marcus, 32  
 Sommer, Isadore, 39  
 Somerville, Bill, 186, 189-190  
 Spivey, Dr. B.E., 161, 163, 167  
 Stanford Hospital, 167  
 Stanford Research Institute. See Robert J. Koshland: volunteer career  
     Mt. Zion Hospital study  
 State District Hospital Association, 163-164  
 Stern, Isaac, 10  
 Stone and Youngberg, 121  
 Sutro and Company, 95

Taylor, Clotilde, 39  
 Taylor, Dr. Keith, 172  
 Temple Emanu-El, 6-7, 14, 18, 31, 113  
 Thede, Robert, 226  
 Thede, Susan Koshland. See Robert J. Koshland: family  
 Treguboff, Sanford, 152

United Bay Area Crusade. See Robert J. Koshland: volunteer career  
 United Fund. See Robert J. Koshland: volunteer career  
 United Way. See Robert J. Koshland: volunteer career  
 United States Air Force. See J. Koshland: military career, World War II  
 United States Air Service Command. See Robert J. Koshland: military career,  
     World War II  
 University of California, Berkeley, 33-34. See Robert J. Koshland: childhood,  
     and youth; education; family, children, grandchildren, wife

Van Vliet, Roy, 11, 95  
 Vorenberg, Frank and Ida, 90  
 Voorsanger, Rabbi Jay, 31-32

WAAC. See Robert J. Koshland: military career, World War II, women, military  
 WASP. See Robert J. Koshland: military career, World War II, women, military  
 Weintraub, Louis, 152  
 Wilbur, Brayton and Dita, 96  
 Walter, Isaac, 33  
 Weaver, Jean, 94, 95  
 wool (raw) business. See Robert J. Koshland: business career, J. Koshland  
     and Company  
 World War I. See Robert J. Koshland: military career, World War I  
 World War II. See Robert J. Koshland: military career, World War II

Younger, Arthur, 121

Zellerbach, Harold, 113

Elaine Dorfman

Graduate of California State University at Hayward, B.A. in Sociology; Lone Mountain College M.A. in Sociology/with Communications.

Wrote advertising copy for theater agency in San Francisco and wrote a monthly investigative column for a Richmond, California newspaper.

Taught Sociology at Diablo Valley College, Pleasant Hill; culture and history of Chinese cooking in the Martinez Recreation Department; business communication, business law, and business English at Heald College, Walnut Creek.

Instructor in oral history classes for the Peralta Community College District at Vista College, Berkeley. Directs oral history program for the Western Jewish History Center, Judah Magnes Memorial Museum, Berkeley. Interviewer-editor for the Regional Oral History Office, University of California, Berkeley, in the Jewish Community Leaders series and areas of business and education.











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